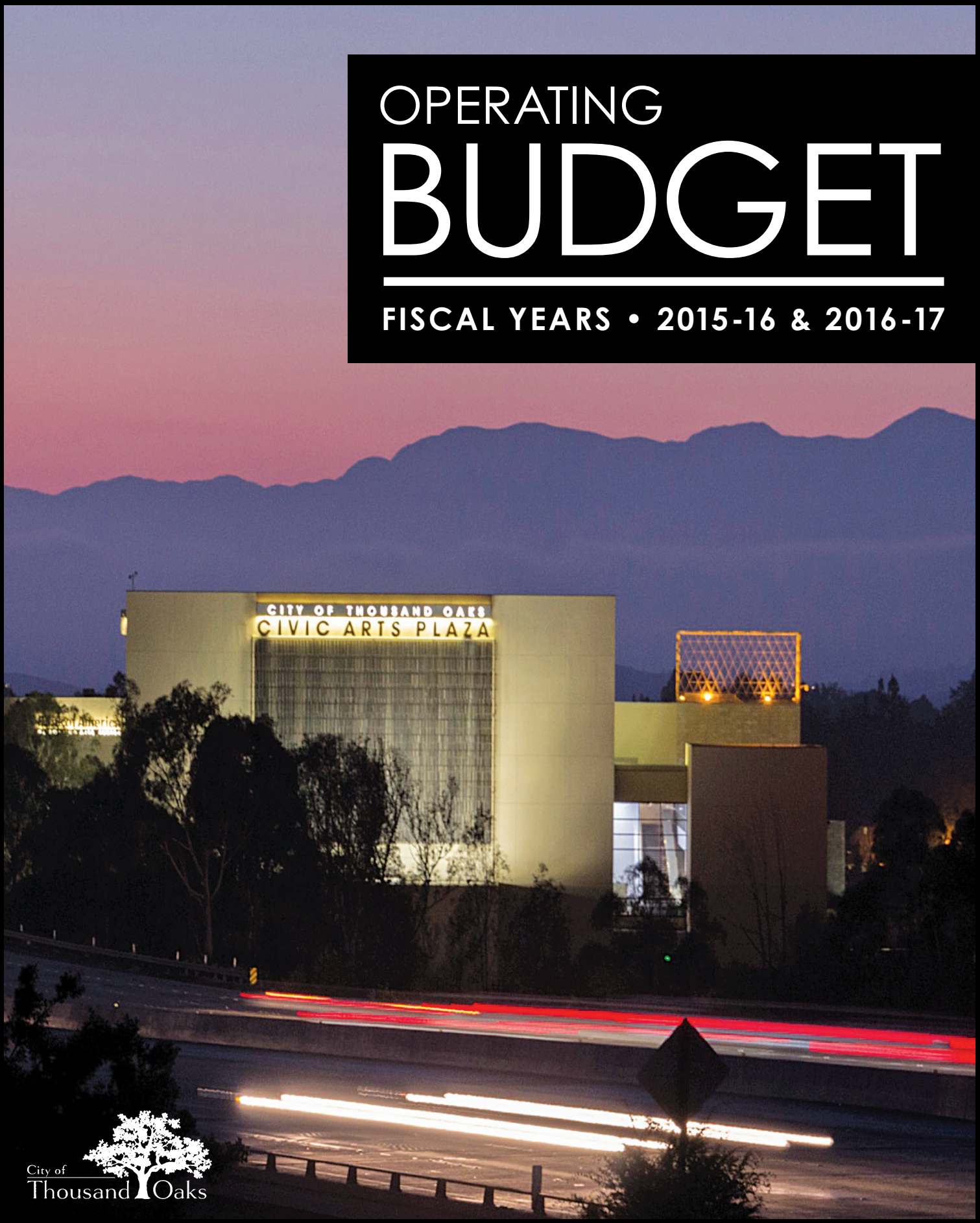
OPERATING BUDGET

FISCAL YEARS • 2015-16 & 2016-17



City of Thousand Oaks

CITY OF THOUSAND OAKS • CALIFORNIA

City of Thousand Oaks

Adopted Operating Budget

Fiscal Years 2015-2016 and 2016-2017

Cover: City of Thousand Oaks City Hall & Civic Arts Plaza's Bank of America Performing Arts Center.
"Warm Summer Night at the Civic Arts Plaza" by Mike Colao

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CITY OF THOUSAND OAKS

Residents

MAYOR
Al Adam

MAYOR PRO TEM
Joel R. Price

COUNCILMEMBER
Andrew P. Fox

COUNCILMEMBER
Claudia Bill-de la Peña

COUNCILMEMBER
Rob McCoy

- Business Roundtable
- Community Funding Review Committee
- Council on Aging
- Cultural Affairs Commission
- Disabled Access Appeals and Advisory Board
- Investment Review Committee
- Planning Commission
- Rent Adjustment Commission
- Social Services Funding Committee
- Traffic & Transportation Advisory Commission
- Youth Commission

CITY ATTORNEY
Tracy Noonan

CITY MANAGER
Scott Mitnick

ASSISTANT CITY MANAGER
Andrew P. Powers

CITY CLERK
Linda D. Lawrence

CULTURAL AFFAIRS
Barry McComb

COMMUNITY DEVELOPMENT
John C. Prescott

FINANCE
John F. Adams

FIRE
Theodore Smith

HUMAN RESOURCES
Gary Rogers

LIBRARY SERVICES
Heather Cousin

POLICE
Tim Hagel

PUBLIC WORKS
Jay Spurgin

City of Thousand Oaks

Adopted Operating Budget
Fiscal Years 2015-2016 & 2016-2017

City Council

Al Adam
Joel R. Price
Andrew P. Fox
Claudia Bill-de la Peña
Rob McCoy

Executive Team

Scott Mitnick, City Manager
Tracy M. Noonan, City Attorney
Drew Powers, Assistant City Manager
Gary Rogers, Deputy City Manager/Department Director
John F. Adams, Finance Director
Heather Cousin, Library Services Director
Tim Hagel, Police Chief
Linda D. Lawrence, City Clerk
Barry McComb, Cultural Affairs Director
John C. Prescott, Community Development Director
Ted E. Smith, Fire Division Chief
Jay T. Spurgin, Public Works Director

Operating Budget Team
John F. Adams, Finance Director
Jaime Boscarino, Deputy Finance Director
Brent S. Sakaida, Budget Officer
Fay Menkin, Accounting Manager
Elisa Magana, Senior Accountant
May Ju, Senior Accountant
Gilbert Punsalan, Accountant
Margarita Barragan, Accountant
Jodi Valenza, Executive Secretary
Nick Foster, IT Analyst III
Mike Newman, Print Shop Supervisor

A special thanks to the other City departments, whose cooperation and input helped put this document together.

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The Adopted Biennial Budget for FY 2013-2014 and FY 2014-2015 received two awards. The Government Finance Officers Association of the United States and Canada (GFOA) presented a "Distinguished Budget Presentation Award" to the City of Thousand Oaks. In order to receive this award, a governmental entity must publish a budget document that meets program rating criteria, as a Policy document, operations guide, financial plan, and communications devise.

In preparing the Adopted FY 2015-2016 and FY 2016-2017 Biennial Budget document, staff has once again followed the GFOA criteria. This document will be submitted to the GFOA to be considered for the "Distinguished Budget Presentation Award."

California Society of
Municipal Finance Officers

Certificate of Award

Operating Budget Excellence Award
Fiscal Year 2014

Presented to the

City of Thousand Oaks

For meeting the criteria established to achieve the Operating Budget Excellence Award.

February 11, 2014

Pauline Marx
CSMFO President

Ken Brown, Chair
Professional Standards and
Recognition Committee

Dedicated Excellence in Municipal Financial Reporting

California Society of
Municipal Finance Officers

Certificate of Award

Capital Budget Excellence Award
Fiscal Year 2014

Presented to the

City of Thousand Oaks

For meeting the criteria established to achieve the Capital Budget Excellence Award.

February 11, 2014

Pauline Marx
CSMFO President

Ken Brown, Chair
Professional Standards and
Recognition Committee

Dedicated Excellence in Municipal Financial Reporting

At the State level, the City's Adopted FY 2013-2014 and FY 2014-2015 Biennial Budget document received the "Excellence in Operating Budgeting" AND "Excellence in Capital Budget" awards from the California Society of Municipal Finance Officers (CSMFO).

As with the GFOA, the CSMFO also has a set of specific rating criteria.

In preparing the Adopted FY 2015-2016 and FY 2016-2017 Biennial Budget document, staff has once again followed CSMFO criteria. This document will be submitted to the CSMFO to be considered for the "Excellence in Capital Budgeting" budget award.

BUDGET MESSAGE

City of Thousand Oaks

City Manager's Office
MEMORANDUM

2100 Thousand Oaks Boulevard • Thousand Oaks, CA 91362
Phone 805/449.2121 • Fax 805/449.2125 • www.toaks.org

To: City Council

From: Scott Mitnick, City Manager

Date: August 18, 2015

Subject: **Adopted FY 2015-16 and FY 2016-17 Operating Budget**

On behalf of the entire management team, it is my pleasure to submit a structurally balanced Adopted Operating Budget for Fiscal Year (FY) 2015-16 and FY 2016-17. The Adopted Operating Budget has evolved over an extensive preparation process, including a City Council Finance/Audit Committee meeting on April 29, 2015 and a public City Council study session on May 16, 2015. The Adopted Capital Improvement Program (CIP) Budget for FY 2015-16 and FY 2016-17 was also reviewed by the City Council Capital Facilities Committee, Planning Commission, and a public City Council Study Session on May 26, 2015. The CIP Budget is contained in a separate document. Both documents have been prepared to meet the local municipal service and infrastructure needs of the community and were adopted by City Council on June 9, 2015.

Adhering to City Council's Goals and Top Ten Priorities

On April 14, 2015, City Council adopted ten broad Citywide Goals for FY 2015-16 and FY 2016-17 (Attachment #1) and ten Citywide Top Priorities for FY 2015-16 (Attachment #2). The Adopted Budget contains sufficient resources to achieve City Council's Goals, Top Priorities, and the several hundred specific Objectives within each Department.

City Council Finance/Audit Committee Review

City Council Finance/Audit Committee was established in 2008 in order to comply with Statement on Auditing Standards (SAS) 114 and to promote additional financial transparency. The City is one of a few municipalities in the State to have established a formal Finance/Audit Committee and provide a forum for open communication between the City's external auditors and City Council. Staff meets periodically with this Committee to provide updates on the City's budget, financial status, and financial management strategies. For example, staff met with the Committee in advance of the proposed Operating Budget and Capital Improvement Program study sessions.

Budget Management

With leadership from City Council and management and reliance on the Financial Strategic Plan (FSP), the City has maintained financial stability, while limiting impacts on core service levels. It is through this continued sound leadership, fiscal conservatism, and long-term financial planning that the City resisted enhancing benefits and adding expensive new programs during good times. This has enabled the City to continue providing its core services to local residents and businesses.

Moving forward, reliance on sound leadership and long-term financial planning will continue to play a vital role in the future of the City. The Adopted Budget reflects General Fund providing new and/or enhanced support to other funds, specifically the Lighting Fund and Stormwater Fund. With greater General Fund resources being used to support other funds, this will place further strain on the General Fund to fund core services, such as public safety. In addition, other funds, such as the Landscaping Fund and Solid Waste Fund, are projected to draw down fund balance during FY 2015-16 and FY 2016-17. Staff will develop both short-term and long-term strategies to address these challenges to ensure the City remains financially stable in the future. Please refer to the "Future Challenges" section of this budget message for more details.

Overview of Adopted FY 2015-16 and FY 2016-17 Operating Budget

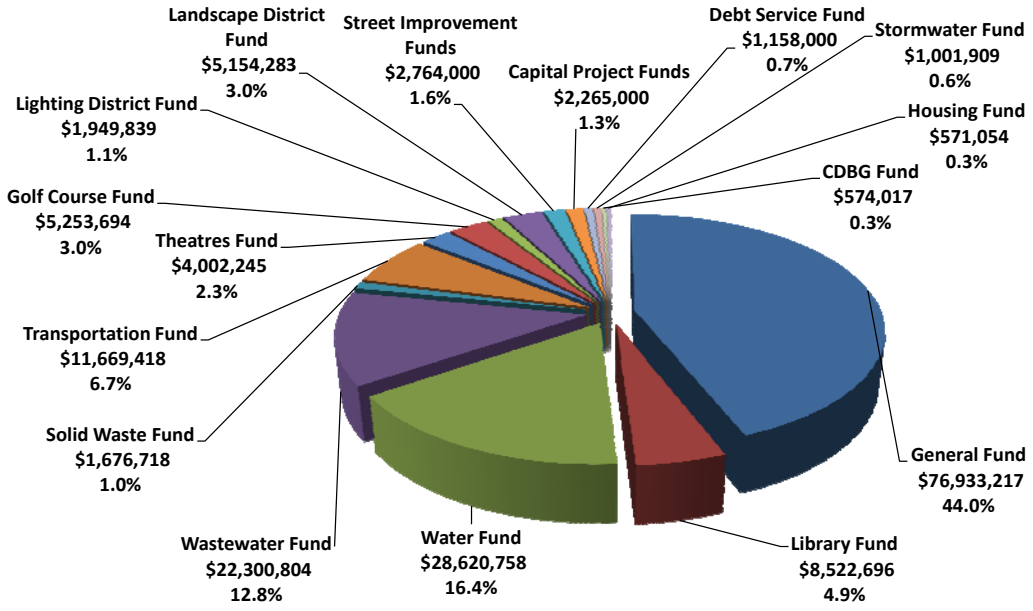
Overall, Adopted Operating Budget represents a conservative spending plan for the next two fiscal years. Total Adopted appropriations (for all funds) for FY 2015-16 is $174,417,652 and for FY 2016-17 is $190,135,390. The following table and charts illustrate the total Adopted Operating Budget:

Adopted FY 2015-16 & FY 2016-17 Operating Budget Summary

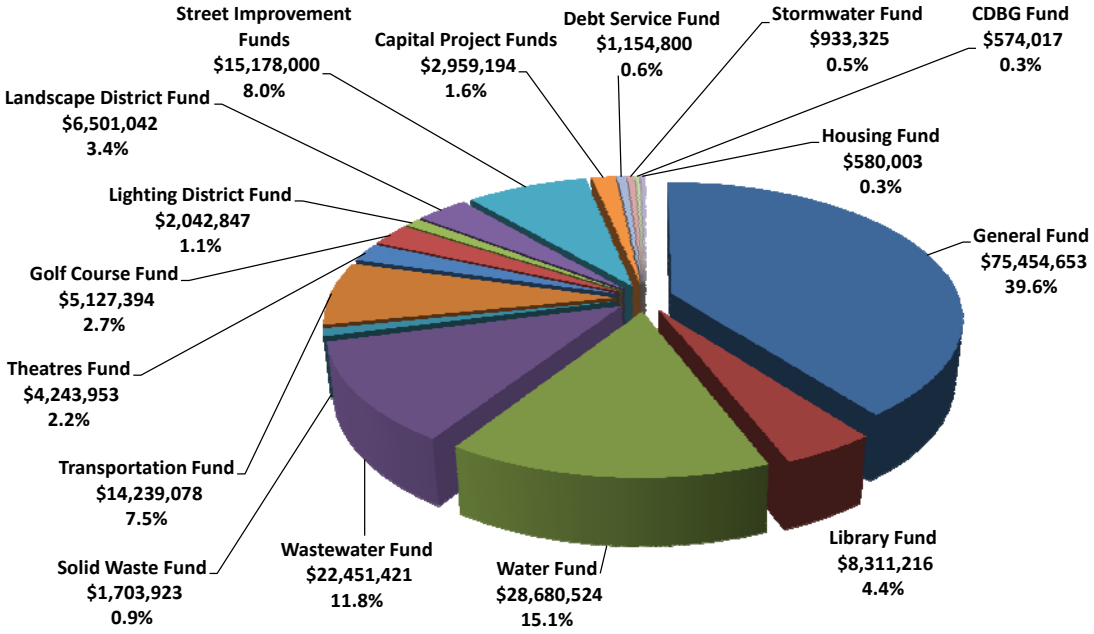
No.	Category	FY 2015-16	% of Total Budget	FY 2016-17	% of Total Budget
1.	General Fund	$ 76,933,217	44.1%	$ 75,454,653	39.7%
2.	Water Fund	28,620,758	16.4%	28,680,524	15.1%
3.	Wastewater Fund	22,300,804	12.8%	22,451,421	11.8%
4.	Transportation Fund	11,669,418	6.7%	14,239,078	7.5%
5.	Library Fund	8,522,696	4.9%	8,311,216	4.4%
6.	Golf Course Fund	5,253,694	3.0%	5,127,394	2.7%
7.	Landscape District Fund	5,154,283	3.0%	6,501,042	3.4%
8.	Theatres Fund	4,002,245	2.3%	4,243,953	2.2%
9.	Street Improvement Funds	2,764,000	1.6%	15,178,000	8.0%
10.	Capital Project Funds	2,265,000	1.3%	2,959,194	1.6%
11.	Lighting District Fund	1,949,839	1.1%	2,042,847	1.1%
12.	Solid Waste Fund	1,676,718	1.0%	1,703,923	0.9%
13.	Debt Service Fund	1,158,000	0.7%	1,154,800	0.6%
14.	Stormwater Fund	1,001,909	0.6%	933,325	0.5%
15.	CDBG Fund	574,017	0.3%	574,017	0.3%
16.	Housing Fund	571,054	0.3%	580,003	0.3%
	Total Citywide Appropriations	$ 174,417,652	100.0%	$ 190,135,390	100.0%

General Fund consumes the largest portion of the total Operating Budget at 44.1% and 39.7% of all appropriations in FY 2015-16 and FY 2016-17, respectively. The increased Street Improvement Funds appropriations in FY 2016-17 reflect a major capital pavement overlay program and potential grants for projects. Those projects will not move forward if grant funding is not received. Also, there have been no new programs or positions added during this budget process.

FY 2015-2016 Citywide Appropriations by Fund
$174,417,652



FY 2016-2017 Citywide Appropriations by Fund
$190,135,390



Long-Term Financial Strategic Planning

With the adoption of the two-year budget, the City will continue to rely on the Ten-Year Financial Strategic Plan (FSP). This document has helped the City remain fiscally prudent and prepared for economic downturns and Federal/State/County cuts and take-aways. Unlike other cities, Thousand Oaks has avoided the temptation of adding additional costs (including new positions, programs, and/or enhanced benefits) that would have been difficult to pay for over the long-term. City staff relied on the FSP to prepare both the Operating and CIP Budgets.

Overview of Adopted FY 2015-16 and FY 2016-17 Operating Budget

Adopted Budget is organized into various major sections as follows:

- Citywide Budget Summary: Information on all funds both by revenue and by appropriation.

- General Fund Budget Summary: Information on the General Fund's revenues and by appropriations.

- Summaries by Fund: Summaries by individual fund and by division within each department. Also included are Adopted Goals and Objectives and performance measures by function for each department.

- Position Summaries: Ten-year history of positions by department and a detailed position summary by fund.

- Fiscal Policies: Financial and Budget Policies, including the Governmental Fund Balance Policy that establishes guidelines and procedures for allocating and reporting fund balance in the financial statements in accordance with Governmental Accounting Standards Board (GASB) Statement No. 54.

- Resolutions: Operating and CIP Budget, Planning Commission, and GANN Limitation Resolutions.

- Appendix: Citywide Community Standards, Citywide Benchmarks, City Debt Obligations, CIP Project Summaries, and Financial Summaries.

General Fund

General Fund is structurally balanced (with operating revenues sufficient to cover on-going operating expenditures). Reserves will only be used for one-time capital improvement projects to maintain facilities and infrastructure, as well as other one-time expenditures. This approach fully complies City Council's Financial Policies. General Fund is the chief operating fund for the majority of the City's operations and services, including the following:

Public safety (Police)
Public works/highways/streets/engineering
Community services (senior/teen/recreation)
Community development/building/housing/planning/zoning
General governance administrative oversight

Revenues: The City is a very low-tax city. The City incorporated in 1964 without a general municipal Property Tax. Although the City now receives a small portion of local Property Tax revenue, this represents only approximately 11 percent of the Adopted General Fund budget. The primary source of revenue for the General Fund is Sales Tax which responds quickly to economic cycles and is prone to large fluctuations. The City is limited in its ability to raise revenue and thus is largely reliant upon the overall health of the local economy to provide local services.

There are several indications of a positive, yet cautious, economic outlook for the upcoming two-year budget cycle. Local business investment and expansion is taking place. Unemployment has continued to decline. Median home prices are continuing to rebound. Consumer confidence is improving.

Staff has taken these economic indications into consideration and has conservatively budgeted for modest adjustments in major General Fund revenue estimates. As illustrated in the table below, estimated revenues for FY 2015-16 is $75,849,565 and for FY 2016-17 is $77,458,120. This is an overall increase of 9.2% from the Revised Budget for FY 2014-15 and an increase of 2.1% in FY 2016-17, and a 4.3% above FY 2013-14 actuals.

General Fund Revenues

Revenues	Prior Year Actual 2013-14	Revised Budget 2014-15	Adopted Budget 2015-16	Adopted Budget 2016-17
Taxes & Fees				
Sales Tax	$ 26,294,070	$ 27,500,000	$ 28,649,000	$ 29,821,000
Vehicle License Fee (In-Lieu)	10,090,869	10,178,564	11,000,000	11,220,000
Property Tax	7,602,583	6,961,553	8,214,200	8,349,200
Franchise Fees	6,649,679	6,096,744	6,629,000	6,760,000
Transient Occupancy Tax	3,528,776	3,061,000	3,590,000	3,680,000
Property Transfer Tax	850,572	640,000	850,000	850,000
Other Taxes	17,298	-	20,000	20,000
Taxes & Fees	$ 55,033,847	$ 54,437,861	$ 58,952,200	$ 60,700,200
Charges for Current Services	5,740,444	5,852,518	5,874,250	5,974,650
Business Licenses & Building Permits	5,858,996	4,521,260	5,669,855	5,720,810
Transfers In	1,971,391	1,937,000	2,074,000	2,047,000
Use of Money	1,564,757	1,463,999	1,705,520	1,711,720
Other Revenue	1,856,083	393,950	620,750	660,750
Revenue from Other Agencies	377,116	551,090	662,850	352,850
Fines & Penalties	317,478	315,100	290,140	290,140
Total Revenue & Transfers	$ 72,720,112	$ 69,472,778	$ 75,849,565	$ 77,458,120

Overall General Fund revenues are estimated to steadily increase with projections of Sales Tax, Property Tax, and Motor Vehicle License Fees, as follows:

- *Sales Tax* revenue projected to increase to $28.6M (4.2%) in FY 2015-16 and to increase to $29.8M (4.1%) in FY 2016-17. This represents the first time Sales Tax revenue will finally be back to pre-recession levels. Although Sales Tax is projected to increase, as a built-out city, there is limited opportunity for retail growth. There is also concern over the shift in sales from brick and mortar stores to online outlets, which negatively impacts local point-of-sale transactions. Thus, long-term sales tax revenue growth is projected closer to 2% annually.

- *Vehicle License Fees (In-Lieu)* (VLF) revenue projected to increase to $11.0M (8.1%) in FY 2015-16 and to increase to $11.2M (2.0%) in FY 2016-17. The increase in the first year is primarily due to conservative VLF revenue estimates in FY 2014-15. VLF revenue is tied to assed valuation growth.

- *Property Tax* revenue projected to increase to $8.2M (18.0%) in FY 2015-16 and to increase to $8.3M (1.6%) in FY 2016-17. The spike in FY 2015-16 is primarily due to conservative Property Tax estimates in FY 2014-15, as well as an increase in assessed valuations and Proposition 8 recapture.

- *Franchise Fees* revenue projected to increase to $6.6M (8.7%) in FY 2015-16 and to increase to $6.8M (2.0%) in FY 2016-17. The increase in Franchise Fees revenue is primarily due to current Solid Waste Hauler Agreements that adjusted the franchise fees from 8% to 9%.

- *Transient Occupancy Tax* (TOT) revenue projected to increase to $3.6M (17.3%) in FY 2015-16 and to increase to $3.7M (2.5%) in FY 2016-17. The increase in TOT revenue is primarily due to conservative estimates in FY 2014-15 and the improvement in the local economy.

Appropriations: The two largest appropriation requirements of the General Fund are Police Contract costs and staffing costs for all other operating departments. Salaries and Benefits are approximately 43.4% and 43.0% of the operating requirements. The Police Contract is approximately 41.5% and 42.0% of the operating requirements, respectively. Police Contract, which covers various public safety services the City receives, is primarily made up of salary and benefits costs. As illustrated in the table below, Adopted Budget for FY 2015-16 is $76,933,217 and for FY 2016-17 is $75,454,653 with the primary reason for the decrease in FY 2016-17 due to a decrease in capital improvement appropriations:

General Fund Appropriations

	Prior Year Actual 2013-14	Revised Budget 2014-15	Adopted Budget 2015-16	Adopted Budget 2016-17
Appropriations				
Salaries and Benefits	$ 25,459,480	$ 27,959,722	$ 29,229,535	$ 30,476,928
Maintenance and Operations	14,091,594	20,419,410	17,676,879	16,798,448
Police Contract Services	25,996,574	27,415,900	28,019,900	29,053,900
Charge Backs	(5,377,460)	(5,393,600)	(6,881,740)	(7,041,410)
Capital Outlay	98,284	123,228	-	-
Total Operating Requirements	$ 60,268,472	$ 70,524,660	$ 68,044,574	$ 69,287,866
Capital Improvements	5,049,145	17,258,966	4,450,000	2,090,000
Maintenance Improvements	-	-	560,000	600,000
Transfers to Other Funds	3,033,139	3,322,388	3,878,643	3,476,787
Total Program Allocations	$ 68,350,756	$ 91,106,014	$ 76,933,217	$ 75,454,653

* Revised Budget 2014-15 Total Program Allocations amount high due to Capital Improvements carry-overs from prior fiscal year.

Salaries and Benefits – Over the past several years, General Fund has experienced significant reductions in staffing due to retirements, reassignments, layoffs, and attrition. There are currently 20.6 General Fund positions that are unfilled and the Adopted Budget assumes all of these positions will be funded. As part of the City's new People Strategy initiative, each department is developing long-term staffing plans and reassessing its organizational structure to provide quality services in the most efficient and cost-effective manner. This includes all personnel-related costs for the City's three bargaining units, which agreed to negotiated terms for the upcoming two-years and City management.

Police Contract – Police Contract costs are budgeted at $28.0M in FY 2015-16 (2.2% increase over FY 2014-15 Budget) and $29.1M in FY 2015-16 (3.6% increase). As shown in the graph below, the average increase in actual Police Contract costs over the past ten years was 4.8%.

Maintenance & Operations (M&O) – Adopted Budget assumes a -4.5% adjustment in M&O costs in FY 2015-16 (from the Revised FY 2014-15 M&O Budget) and a 0.4% adjustment in FY 2016-17. The adjustment in the first year is primarily due to a -38.1% decrease in Professional and Contractual Services (approximately $3.8 million). The decrease is primarily due to more funds being budgeted in the prior year for increased outside contracted services due to reductions in staffing levels. The Revised M&O Budget for FY 2014-15 includes budget for maintenance improvement projects and grant budgets that were carried over from FY 2013-14 to FY 2014-15.

Adopted Budget reflects funding for all endowment grants (Cultural Endowment, Sports Facilities, and Social Services), as well as the General Fund transfer to Open Space Fund ($100,000).

Adopted Budget includes General Fund support to the Lighting Fund in the amount of $46,239 in FY 2015-16 and $91,547 in FY 2016-17 and increased support to the Stormwater Fund in the amount of $508,309 in FY 2015-16 and $438,725 in FY 2016-17. Looking long-term, without developing and implementing revenue and/or expenditure strategies, this level of General Fund support to these funds will continue to rise. The General Fund will further be impacted in the long-term by other funds, such as the Landscape Fund, if long-term strategies are not implemented.

Charge Backs – Chargebacks consist of services provided by a General Fund department to another Governmental or Enterprise Fund. During the course of the year, the Accounting Division of Finance will charge the Fund the cost of receiving the service and reimburse (or charge back) the General Fund.

Library Fund

Library Fund accounts for operations at the Thousand Oaks Main Library and Newbury Park Branch Library. Total Adopted Budget for FY 2015-16 and FY 2016-17 is $8.5 million ($0.6 million in capital) and $8.3 million ($0.2 million in capital), respectively, as illustrated on the following page:

Library Fund

	Prior Year Actual 2013-14	Revised Budget 2014-15	Adopted Budget 2015-16	Adopted Budget 2016-17
Revenues:				
Property Tax - Library District	$ 5,624,124	$ 5,538,640	$ 5,774,600	$ 5,941,100
Property Tax Pass Thru Agreement	405,662	400,000	420,000	428,400
Library Fines and Fees	185,179	182,000	186,000	186,000
Interest Income	3,483	8,000	4,000	4,000
Miscellaneous	108,366	43,001	70,001	58,001
Total Estimated Revenues	6,326,814	6,171,641	6,454,601	6,617,501
Transfers From Other Funds	1,762,624	1,833,515	2,068,095	1,693,715
Reserve Accounts	-	262,703	-	-
Total Available for Allocation	$ 8,089,438	$ 8,267,859	$ 8,522,696	$ 8,311,216
Appropriations:				
Salaries and Benefits	$ 4,970,907	$ 5,351,462	$ 5,257,042	$ 5,494,139
Maintenance and Operations	2,316,494	2,534,425	2,685,654	2,617,077
Capital Outlay	35,043	(38,500)	-	-
Total Operating Appropriations	7,322,444	7,847,387	7,942,696	8,111,216
Capital Improvements	766,994	420,472	255,000	-
Maintenance Improvements	-	-	325,000	200,000
Total Estimated Requirements	$ 8,089,438	$ 8,267,859	$ 8,522,696	$ 8,311,216

Revenues: Library Fund's main revenue sources are Property Tax and Transfer from General Fund. Library revenues are restricted for library operations and capital outlay. As the City has no ability to adjust property tax revenue directly supporting the Library Fund, along with minimal fines and fees revenues, General Fund supports the Library Fund to provide a desired level of service. General Fund support is budgeted at $2.1 million and $1.7 million respectively, which is consistent with prior year support. The increase in FY 2015-16 is primarily due to capital improvement projects.

Appropriations: Approximately 65% of Library Fund appropriations each year are allocated to salaries and benefits. The materials budget is included in Supplies/Equipment within Maintenance and Operations appropriations and is approximately $0.7 million.

The decrease in Salaries and Benefits expenditures in FY 2015-16 is primarily due to the transfer of the two building maintenance positions to the Finance Department's Facilities Division. This transfer occurred after extensive evaluation with the goal of maximizing efficiencies to provide core library services in a cost-effective manner.

Other Governmental Funds

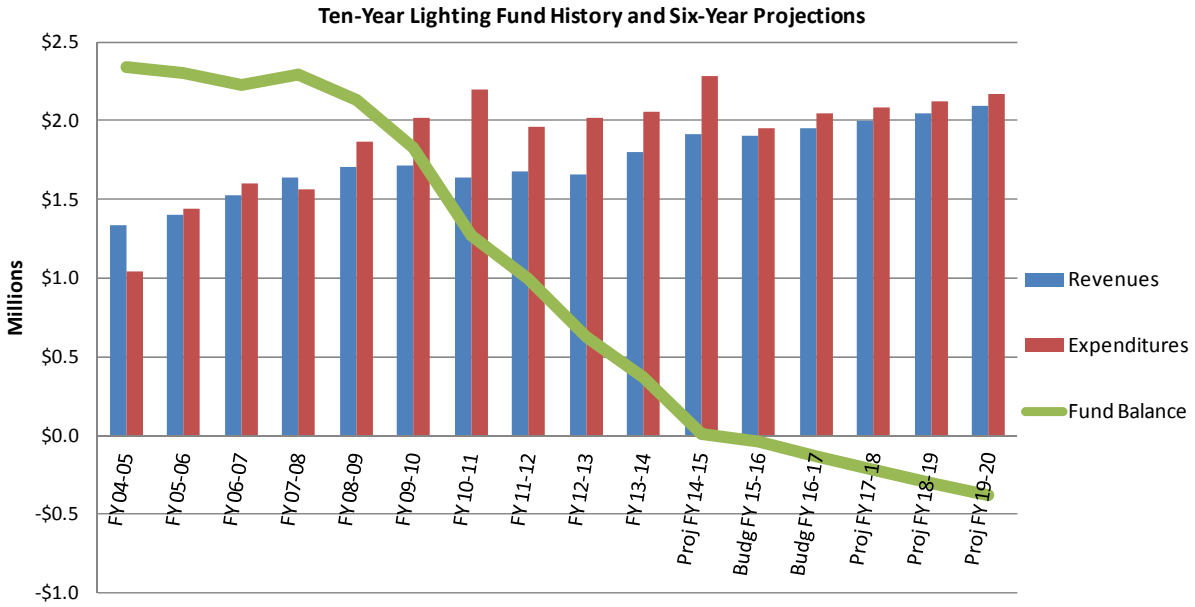
Stormwater Fund – Stormwater Fund was created in order to ensure, through the requirements of the Clean Water Act, that the City achieves compliance with regulations of the federally mandated Stormwater Quality Management Program. This program establishes the requirements of National Pollutant Discharge Elimination System (NPDES) Permit. This Permit provides for regulations in the areas of illicit discharge/dumping response and abatement, public education and outreach, public infrastructure maintenance, construction site pollution controls, ongoing monitoring, and new development discharge controls.

The primary revenue source is from special assessment fees and sale of reclaimed water. The special assessment fees come from a countywide special assessment and can only be increased by Ventura County deciding to place a measure on the ballot. General Fund has occasionally provided minimal support to the Stormwater Fund in the past to offset the cost of this program.

With the mandated cost of compliance with the NPDES Permit continuing to rise and the City's inability to raise additional special assessment revenue, General Fund support of the Stormwater Fund will continue to increase. The estimated transfer from the General Fund is $508,309 and $438,725 for FY 2015-16 and FY 2016-17, respectively. City staff is working on strategies to reduce General Fund support for this program.

Lighting Fund – Lighting Fund provides for maintenance and improvements within the City's Lighting Assessment District (LLAD), which includes maintenance of the City's traffic signal safety lighting and street lights. The primary source of revenue is Property Tax and special assessments from property owners located within the LLAD. With the ability to raise revenue to needed levels difficult and maintenance and electricity costs rising faster than revenue, the Lighting Fund faces challenges. The Adopted Budget includes General Fund support for the first time of approximately $100,000 annually.

The graph below highlights the challenges that the Lighting Fund is facing. Although the Lighting Fund experienced a healthy fund balance ten years ago, this has steadily declined due to rising costs and slow growth in revenues.



Staff is reviewing strategies to address the Lighting Fund challenges with the goal to make the fund structurally balanced, without General Fund support. Based on staff's initial review, included within the Adopted Budget is an adjustment in contracted services of approximately $75,000 by reducing routine maintenance of traffic signals from monthly to quarterly and an increase in special assessment revenue of approximately $50,000 due to a parcel audit recently performed.

Landscaping Fund – Landscaping Fund provides for maintenance and improvements in the City's Landscaping Assessment District (LLAD). The main source of revenue is Property Tax and special assessments from property owners located within the LLAD. The Landscaping Fund has sufficient revenues and fund balance to cover expenditures in the short-term. However, this Fund is operating with a structural imbalance. The use of fund balance is noted in the Revenue section as "Reserve Accounts." With the current statewide drought and water restrictions in place, it is anticipated that water usage may decrease. The true long-term impact is unknown at this time.

Landscaping Assessment District

	Prior Year Actual 2013-14	Revised Budget 2014-15	Adopted Budget 2015-16	Adopted Budget 2016-17
Revenues:				
Special Assessments - Landscaping	$ 3,490,072	$ 3,480,000	$ 3,559,800	$ 3,631,000
City - Landscaping Property Tax	706,570	655,700	716,600	733,100
Interest Income	39,696	40,700	40,300	40,300
Miscellaneous Income	32,713	10,000	30,000	30,000
Total Estimated Revenues	4,269,051	4,186,400	4,346,700	4,434,400
Reserve Accounts	471,463	2,430,728	807,583	2,066,642
Total Amount Available for Allocation	$ 4,740,514	$ 6,617,128	$ 5,154,283	$ 6,501,042
Appropriations:				
Salaries and Benefits	$ 815,169	$ 864,211	$ 904,583	$ 942,242
Maintenance and Operations	2,533,057	2,847,416	3,278,100	3,289,100
Charge Backs	977,612	806,003	961,600	969,700
Total Operating Appropriations	4,325,838	4,517,630	5,144,283	5,201,042
Capital Improvements	414,676	2,099,498	-	1,300,000
Maintenance Improvements	-	-	10,000	-
Total Requirements	$ 4,740,514	$ 6,617,128	$ 5,154,283	$ 6,501,042

Street Improvement Fund – As of July 2014, State Transportation Development Act (TDA) funds were restricted to transit operations. TDA funds had historically been a significant funding source for Citywide street related projects, which on average has been $1.9 million over the past ten years, with a high of $3.7 million in FY 2006-07.

As presented during the June 9, 2015 CIP Public Hearing, the amount required to maintain street and sidewalk infrastructure, based on the Pavement Management Plan, is currently underfunded by $10.6 million, which will be deferred. The average two-year pavement maintenance requirement is approximately $14.0 million. Staff continues to work on strategies to address the shortfall of funding for street improvements and will bring options back to City Council in the fall.

Capital Projects Fund – Since the City reached residential build-out years ago, it has experienced a decline in Developer Fees. This has been the case for the past ten years. It is expected that this trend will continue in future budget cycles and will no longer be a significant source of revenue for funding future capital projects. Developer Fees revenue has decreased from $3.1 million in FY 2006-07 to $0.6 million projected in FY 2016-17, representing an 81% decrease.

Enterprise Funds

Water Fund

City's water system distributes up to 15 million gallons of water each day to serve more than 16,000 residential and commercial customers. With the exception of a few small areas outside the City limits, City distributes water to 37% of the area within its incorporated boundaries. The total value of water assets is $489 million (based on September 2013 Water Asset Management Plan), representing a major capital asset. The Adopted FY 2015-16 and FY 2016-17 Water Operating and Capital Budget is $28.6 million and $28.7 million, respectively.

Water Fund

	Prior Year Actual 2013-14	Revised Budget 2014-15	Adopted Budget 2015-16	Adopted Budget 2016-17
Revenues:				
Metered Water Sales	$ 21,059,856	$ 22,688,000	$ 20,891,022	$ 20,891,022
Base Charges	4,508,908	5,031,000	4,728,000	4,728,000
Lift Charges	731,912	770,000	658,800	658,800
Miscellaneous Revenue	401,095	294,600	220,600	220,600
Plant Investment Fees	334,879	8,800	380,000	380,000
Interest Income	298,140	209,700	270,000	240,000
Other Revenue	235,276	149,900	167,600	167,600
Total Estimated Revenues	27,570,066	29,152,000	27,316,022	27,286,022
Reserve Accounts	-	1,321,549	1,304,736	1,394,502
Total Available for Allocation	$ 27,570,066	$ 30,473,549	$ 28,620,758	$ 28,680,524
Appropriations:				
Salaries and Benefits	$ 2,837,162	$ 3,266,870	$ 3,131,106	$ 3,263,467
Maintenance and Operations	18,730,238	19,617,606	17,918,281	18,768,633
Charge Backs	(21,576)	(21,576)	(21,576)	(21,576)
Capital Outlay	15,096	6,000	-	-
Total Operating Appropriations	21,560,920	22,868,900	21,027,811	22,010,524
Capital Improvements	2,352,621	7,604,649	7,292,947	6,420,000
Maintenance Improvements	-	-	300,000	250,000
Reserve Accounts	3,656,525	-	-	-
Total Requirements	$ 27,570,066	$ 30,473,549	$ 28,620,758	$ 28,680,524

Revenues: Water Fund receives revenue primarily from metered water sales and base charges. FY 2015-16 and FY 2016-17 Water Fund revenues are estimated at $27.3 million annually. This is a decline of 6.3% from FY 2014-15 Revised Budget due to the anticipated decrease in water usage due to the statewide drought and mandatory water restrictions.

Appropriations: Adopted FY 2015-16 and FY 2016-17 Water Fund operating appropriations are estimated at $21.0 million and $22.0 million, respectively. The estimated capital requirements for FY 2015-16 and FY 2016-17 are $7.6 million and $6.7 million, respectively. The largest budget line-item is the cost of purchasing water is projected to decrease from the FY 2014-15 Revised Budget due to State and local water conservation requirements. In FY 2016-17, the cost of water is projected to increase by approximately five percent.

The current statewide drought highlighted the importance of alternative water sources. Three projects in the FY 2015-16 and FY 2016-17 CIP Budget (North Pleasant Valley Regional Desalter, Conejo Valley Groundwater Supply Study, and Conejo Valley Recycled Water Utilization Study) are planned to analyze ways the City might lessen its reliance on imported water, with the goal of stabilizing water rates over the long-run.

Wastewater Fund

Hill Canyon Wastewater Treatment Plant (HCTP) serves more than 37,300 wastewater accounts and provides service to approximately 90 percent of the City. HCTP treats an average of 10.5 million gallons of wastewater per day. Total value of wastewater assets is $837 million (based on September 2013 Wastewater Asset Management Plan), representing a major capital asset. Adopted FY 2015-16 and FY 2016-17 Wastewater Operating and Capital Budget are $22.3 million and $22.5 million, respectively.

Wastewater Fund

	Prior Year Actual 2013-14	Revised Budget 2014-15	Proposed Budget 2015-16	Proposed Budget 2016-17
Revenues:				
Residential Service Charge	$ 11,368,555	$ 12,646,000	$ 11,452,248	$ 11,458,978
Commercial Service Charge	3,297,076	3,761,000	3,236,297	3,236,297
Industrial Service Charge	1,046,992	1,266,000	978,823	978,823
Residential Connection Fees	219,552	50,000	650,000	650,000
Commercial Connection Fees	344,601	200,000	350,000	350,000
Inspection Fees	28,952	13,100	28,000	28,000
Plan Checking/Filing Fee	3,706	1,000	6,000	6,000
Interest Income	683,762	474,000	427,000	427,000
Miscellanous Revenue	2,306,822	2,474,600	2,314,178	2,314,178
Total Estimated Revenues	19,300,018	20,885,700	19,442,546	19,449,276
Reserve Accounts	-	14,641,509	2,858,258	3,002,145
Total Available for Allocation	$ 19,300,018	$ 35,527,209	$ 22,300,804	$ 22,451,421
Appropriations:				
Salaries and Benefits	$ 6,198,305	$ 6,804,486	$ 6,817,370	$ 7,076,059
Maintenance and Operations	6,353,310	9,439,038	7,887,851	7,888,938
Charge Backs	(21,576)	(21,576)	(21,576)	(21,576)
Capital Outlay	162,099	231,477	-	-
Total Operating Appropriations	12,692,138	16,453,425	14,683,645	14,943,421
Capital Improvements	2,511,350	15,493,784	2,734,659	3,025,000
Maintenance Improvements	-	-	1,300,000	900,000
Debt Service	3,559,001	3,580,000	3,582,500	3,583,000
Reserve Accounts	537,529	-	-	-
Total Requirements	$ 19,300,018	$ 35,527,209	$ 22,300,804	$ 22,451,421

Revenues: Wastewater Fund receives revenue primarily from residential and commercial service charges and capital revenue. FY 2015-16 and FY 2016-17 revenues are estimated at $19.4 million and $19.4 million, respectively. The Wastewater Fund is structurally balanced with Net Position covering the cost of Capital and Maintenance Improvements and all on-going operations costs are paid for with on-going revenue.

Appropriations: Adopted FY 2015-16 and FY 2016-17 Wastewater Fund Budget for operating appropriations are $14.7 million and $14.9 million, respectively. The estimated capital appropriations for FY 2015-16 and FY 2016-17 are $4.0 million and $3.9 million, respectively.

Solid Waste Fund

Solid Waste Fund is responsible for the following programs: Recycling Program, Household Hazardous Waste Program, Community Enhancement Program, Neighborhood Clean-up Program, Caltrans Adopt-A-Highway Program, and the Community Enhancement Grant Program

Revenues: Solid Waste Fund receives revenues from various sources including commercial recycling fees, landfill facility fees, residential recycling fees, temporary drop box and bin fees, and state grants for recycling & hazardous waste. Adopted FY 2015-16 and FY 2016-17 revenues are estimated at $1.4 million for FY 2015-16 and $1.5 million for FY 2016-17.

Appropriations: Adopted FY 2015-16 and FY 2016-17 appropriations are estimated at $1.7 million per year. The Solid Waste Fund is projected to continue operating at a deficit as personnel costs and contract service expenses continue to rise. Solid Waste Fund has sufficient reserves to support operations over the next few years. However, this Fund will be reviewed by staff for options to keep it self-sustaining over the long run.

Transportation Fund

Transportation Fund provides transportation services through Thousand Oaks Transit (TOT) bus system and Dial-a-Ride to the residents of the Conejo Valley to help reduce traffic, air pollution, and conserve energy resources. Transportation Fund is also responsible for providing various transportation services to City of Westlake Village (Los Angeles County), City of Agoura Hills (Los Angeles County), Oak Park (unincorporated Ventura County), and City of Moorpark. The bus and Dial-A-Ride services are provided by MV Transportation.

City worked with transit operators to form the East County Transit Alliance (ECTA). ECTA is part of Ventura County Transportation Commission's (VCTC) Regional Transit Plan. This was put in place to help meet unmet transit needs in Ventura County. Thousand Oaks has been designated as the operator of ECTA and has set-up an initial budget to perform these tasks for the upcoming two fiscal years.

Appropriations for operations and capital are funded primarily with TDA Article 4 and numerous federal grants. While these resources will be sufficient for the foreseeable future, prudence is required to ensure efficient use of funds. With the City increasingly providing public transit services to expanded service areas in adjacent cities, transactions must be segregated by services and cities service areas to meet tracking and reporting requirements.

Transportation Fund

	Prior Year Actual 2013-14	Revised Budget 2014-15	Adopted Budget 2015-16	Adopted Budget 2016-17
Revenues:				
Sales Tax on Gasoline, SB325	$ 1,742,447	$ 5,020,700	$ 4,500,000	$ 4,500,000
Bus Fares	163,495	163,750	135,000	145,000
Dial-A-Ride	204,701	273,200	235,000	245,000
Interest Income	11,336	10,000	10,000	10,000
Federal and State Grants	2,514,346	1,395,100	3,795,000	1,957,500
Non-City Bus Services	787,225	2,081,900	1,735,000	1,860,000
Miscellaneous	47,740	34,500	308,200	343,200
Total Estimated Revenues	5,471,290	8,979,150	10,718,200	9,060,700
Reserve Accounts	6,975	2,932,522	951,218	5,178,378
Total Available for Allocation	$ 5,478,265	$ 11,911,672	$ 11,669,418	$ 14,239,078
Appropriations:				
Salaries and Benefits	$ 149,461	$ 293,716	$ 305,600	$ 312,311
Maintenance and Operations	4,580,674	6,766,001	7,963,818	8,592,267
Capital Outlay	191,711	2,517,691	20,000	22,000
Total Operating Appropriations	4,921,846	9,577,408	8,289,418	8,926,578
Capital Improvements	556,419	2,334,264	3,350,000	5,312,500
Maintenance Improvements	-	-	30,000	-
Total Requirements	$ 5,478,265	$ 11,911,672	$ 11,669,418	$ 14,239,078

Revenues: Transportation Fund receives revenues from various sources including, Sales Tax on Gasoline, SB325, State and Federal Grants, operating transfers, Bus Fares, Dial-A-Ride, and Interest Income. FY 2015-16 and FY 2016-17 revenues are estimated at $10.7 million and $9.1 million, respectively. Due to recent legislation, beginning in July 2014, State TDA Article 8 revenue can only be used for transit related purposes and can no longer be used for street projects. As a result, Transportation Fund is eligible to receive more TDA funding. Staff is developing a Transit Master Plan in order to identify current and future transit needs.

Appropriations: Adopted Transportation Fund appropriations are primarily for maintenance and operation of the transit system, which comprise 80 percent of expenses. City contracts with MV Transportation for the operation of the transit system and the Transportation Fund requires limited City staffing. Adopted FY 2015-16 and FY 2016-17 appropriations are estimated at $11.7 million and $14.2 million, including capital improvements of $3.4 million and $5.3 million, respectively. Many projects are grant funded and will not proceed if grant funding is not received.

Theatres Fund

Theatres Fund maintains and operates the Civic Arts Plaza's two theatres:

- Fred Kavli Theatre – 1,800-seat performing arts theatre, hosts performances from the contemporary to the classic, including nationally renowned shows.
- Janet and Ray Scherr Forum Theatre – 400-seat community theatre and meeting site, caters primarily to performances by the local community, the bi-monthly City Council meetings, bi-monthly Planning Commission meetings, and other City functions.

Theatres Fund has been operating without General Fund support for operational expenses since 2007. In doing so, however, Theatres Fund has used reserves (Net Position) to bridge the operating gap.

Theatres Fund

	Prior Year Actual 2013-14	Revised Budget 2014-15	Adopted Budget 2015-16	Adopted Budget 2016-17
Revenues:				
Labor Sales	$ 1,120,592	$ 1,169,000	$ 1,084,000	$ 1,131,000
Charges for Services	554,953	635,410	861,200	996,400
Performance Rehearsal Rents	405,682	514,500	400,000	405,000
Cost Allocations	404,688	487,528	422,159	432,359
Alliance for the Arts	300,000	300,000	500,000	500,000
Box Office Charges	272,045	456,000	243,000	245,000
Parking	256,175	305,000	274,886	317,194
Advertising/Promotion/Lobby Sales	166,899	233,000	192,000	192,000
Interest Apportionment	33,551	8,735	25,000	25,000
Miscellaneous	8,472	23,000	-	-
Total Estimated Revenues	3,523,057	4,132,173	4,002,245	4,243,953
Reserve Accounts	297,290	-	-	-
Total Available for Allocation	$ 3,820,347	$ 4,132,173	$ 4,002,245	$ 4,243,953
Allocations:				
Salaries and Fringe Benefits	$ 1,866,962	$ 1,912,837	$ 1,852,614	$ 1,907,879
Maintenance and Operations	1,953,385	2,214,189	2,094,631	2,136,074
Total Operating Allocations	3,820,347	4,127,026	3,947,245	4,043,953
Maintenance Improvements	-	-	55,000	200,000
Reserve Accounts*	-	5,147	-	-
Total Requirements	$ 3,820,347	$ 4,132,173	$ 4,002,245	$ 4,243,953

Although the General Fund has not supported the Theatres Fund for its operational expenses, during the past few fiscal years, the General Fund has paid for necessary capital improvements. The Ad Hoc City Council Theatres Fund Budget Review Committee worked with the Alliance for the Arts (AFTA) to increase its support of the Theatres. AFTA agreed to continue to provide an annual net contribution of $75,000 ($300,000 total payment to the Theatres Fund, which includes $225,000 from the Theatres Fund share of Ventura County Community Fund (VCCF) balance). In FY 2015-16, an additional contribution of up to $200,000 from AFTA will be required to balance the Theatres Fund budget. To balance the FY 2016-17 Theatres Fund budget, staff anticipates the continued support from AFTA.

As part of the Citywide FY 2014-15 Top Ten Priorities, City Council listed a top priority as:

“Improve and implement Ad Hoc City Council Theatre Budget Review Committee’s Recommendations to balance the Theatres Fund Budget by June 2016.” City Council adopted new Cultural Affairs Department User Fees and along with staff working on a new agreement with Ticketmaster, revenues are projected to increase. As a result of both City Council and staff working together towards a common goal of no support from the General Fund, it is anticipated that this will be accomplished during the upcoming two fiscal years.

Golf Course Fund

On October 24, 2006, City Council approved a ten-year management agreement with Eagle Golf to manage the City owned Los Robles Greens Golf Course (LRGGC), effective January 1, 2007 through December 31, 2016. LRGGC generates approximately $5.2 million per year in gross revenue. The agreement with Eagle Golf provides City approximately $700,000 annually to cover costs outside of the agreement, such as: depreciation, debt service, and City cost allocation. This will help the golf course remain self supporting.

Overview of FY 2015-16 and FY 2016-17 Capital Improvement Program Budget

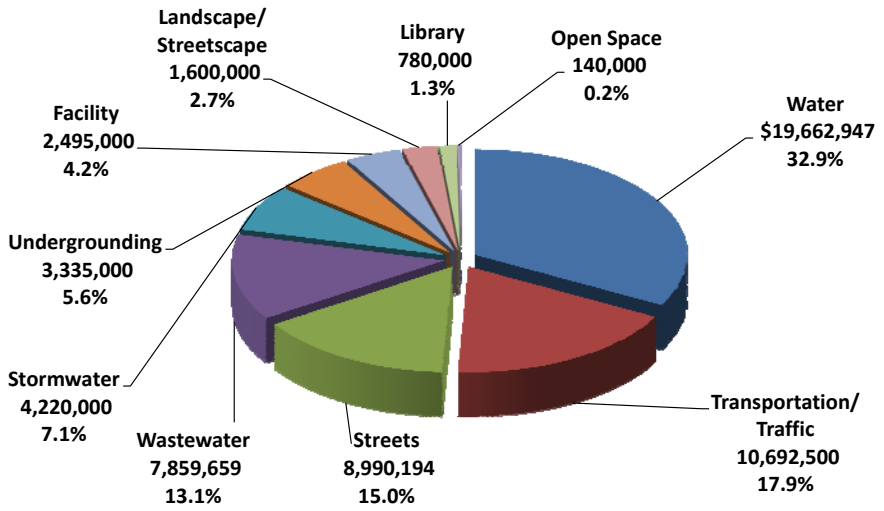
The Adopted FY 2015-16 and FY 2016-17 Capital Improvement Program (CIP) Budget is prepared separately from the Adopted FY 2015-16 and FY 2016-17 Operating Budget. Please refer to the Adopted CIP Budget document in order to obtain a more thorough and detailed description of the 104 capital improvement projects contained within.

The Adopted CIP Budget for FY 2015-16 and FY 2016-17 represents a responsible fiscal plan that addresses some of the City's immediate infrastructure needs for the next two fiscal years. The total CIP Budget for both fiscal years is $59,775,300 and is divided into 11 categories, as shown below:

Adopted FYs 2015-2017 CIP Budget

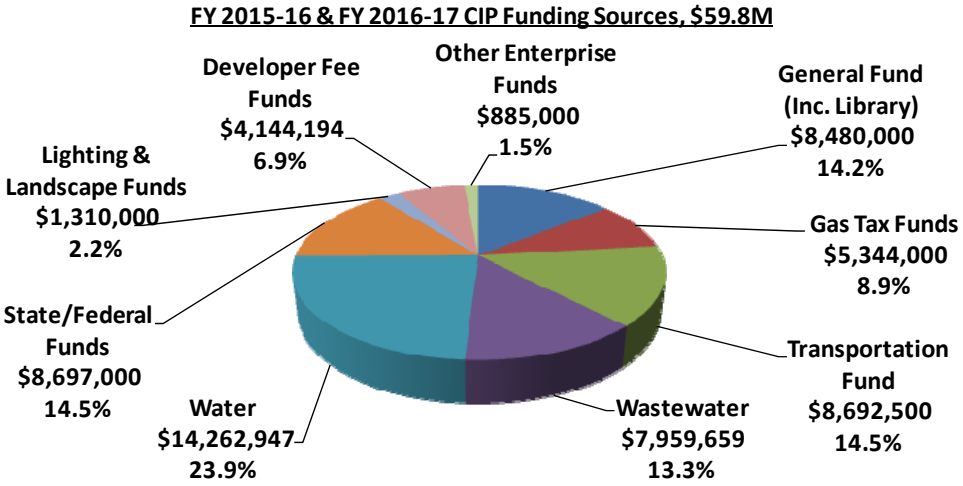
Category	Carryover	FY 2015-16	FY 2016-17	Total
1. Water	$ 2,341,350	$ 7,492,947	$ 12,170,000	**$ 19,662,947**
2. Transportation/ Traffic	6,875,596	4,560,000	6,132,500	**10,692,500**
3. Streets	4,169,651	1,300,000	7,690,194	**8,990,194**
4. Wastewater	2,431,024	3,934,659	3,925,000	**7,859,659**
5. Stormwater	275,000	620,000	3,600,000	**4,220,000**
6. Undergrounding	11,105,581	3,155,000	180,000	**3,335,000**
7. Facility	11,960,111	1,555,000	940,000	**2,495,000**
8. Landscape/ Streetscape	100,000	300,000	1,300,000	**1,600,000**
9. Library	467,100	580,000	200,000	**780,000**
10. Open Space	1,795,000	70,000	70,000	**140,000**
11. Community Facilities Dist	8,457,148	-	-	-
TOTAL	**$ 49,977,561**	**$ 23,567,606**	**$ 36,207,694**	**$ 59,775,300**

Projects by Category FYs 2015-2017, $59.8M



Funding for Adopted FY 2015-16 and FY 2016-17 CIP Budgets

City Council policy is to "fund capital projects from capital improvement reserves available in a respective fund balance." City will use various funding sources, including reserves, to support the Adopted CIP Budget. To illustrate the various sources used to fund the Adopted CIP Budget, the following charts show the Adopted appropriations by funding source for the FY 2015-16 and FY 2016-17 CIP budgets.



Please refer to the Adopted FY 2015-16 and FY 2016-17 Capital Improvement Program Budget document for detailed information about each project.

Citywide Staffing – People Strategy

As shown in the table below, Citywide staffing levels have been reduced by a total of 108 positions (or -18.1%) since FY 2007-08 in an effort to both balance the budget and realign staffing levels given the City's transition from a "growth" to a "maintenance" community.

Citywide (All Funds)
Ten-Year Position History*

	Fund	FY 2007-08	FY 2016-17	Staffing Change	% Change
1.	Cultural Affairs **	25.0	14.0	-11.0	-44.0%
2.	Community Development	76.0	48.0	-28.0	-36.8%
3.	Library Fund	69.0	44.0	-25.0	-36.2%
4.	City Clerk	9.0	7.0	-2.0	-22.2%
5.	City Attorney	6.0	5.0	-1.0	-16.7%
6.	Public Works	216.0	185.0	-31.0	-14.4%
7.	Human Resources	9.0	8.0	-1.0	-11.1%
8.	Finance	59.0	55.0	-4.0	-6.8%
9.	Police	115.0	108.0	-7.0	-6.1%
10.	City Manager **	13.0	14.0	1.0	7.7%
11.	Community Services	0.0	1.0	1.0	100.0%
		597.0	489.0	-108.0	-18.1%

* Positions include all full-time and designated part-time positions.
** Increase/Decrease due to TOTV moving to CMO.

Adopted Budget plans for maintaining existing staffing levels, including filling 24 vacant positions. Current estimates are that 50 percent of City staff will be retiring over the next five to seven years. Although the loss of institutional knowledge will be challenging, it presents an opportunity to prepare for the future needs of the City by providing the flexibility needed to re-engineer the structure of the organization. Through the People Strategy initiative, focus will be on collaboration, communication, process improvement and efficiencies, and public engagement. In addition, resources will be devoted to enhancing recruiting efforts, improving on-boarding, and training and mentoring of current staff to prepare for advancement.

Performance Measures

City is transforming the current Performance Measures from static annual measures to a robust, valuable, and meaningful tool that will provide quarterly measures to highlight areas where the City performs well, as well as those areas in which evaluation is warranted. With the eventual goal at the end of the project to have the City Performance Measures posted on the City's website, the process will become more timely and transparent.

Future Challenges

Although the local economy is improving, it is not expected that the City will experience the annual revenue growth it did when it was a growth-oriented community. The City is a built-out, low-tax city. This results in the City having limited ability to ensure that recurring revenues are sufficient to cover recurring expenditures.

In the years ahead, the City will be faced with future challenges due to the previous transition from a growth-oriented community to a maintenance-oriented community with an aging local public infrastructure system. The City's street infrastructure is estimated to require approximately $14.0 million bi-annually in capital and maintenance expenditures in order to maintain the existing levels of service. Historically, the City received sufficient Gas Tax, Developer Fees, and grant revenue in order to improve and maintain the City's streets at the required levels. However, with Gas Tax revenues declining, Developer Fees revenue nearly nonexistent, and State/Federal grant opportunities diminished, the City will continue to experience deferred requirements related to street and sidewalk infrastructure for the first time with estimates at approximately $10.6 million during this budget cycle.

Based on the Adopted Budget, the General Fund will be supporting multiple funds, including the Library Fund, Stormwater Fund, and Lighting Fund. Although the General Fund has traditionally supported the Library Fund and provided support to the Stormwater Fund on occasion, the Lighting Fund is a new area of financial support. The Adopted requirement is over $500,000 annually in support to the Stormwater and Lighting Funds alone.

In addition, several other funds are projected to face future financial challenges, including the Landscaping Fund and the Solid Waste Fund. These funds are currently operating with a structural deficit and using fund balance/reserves during the upcoming two-year budget cycle to balance the budget. The anticipated future requirement is over $1.0 million between the two funds.

Long-Term Financial Strategy Options

City Council requested staff return in the fall to provide long-term strategy options for various City Funds with the goal of achieving balanced budgets across all funds. Long-term financial planning is a hallmark of prudent financial management that enables the City to pro-actively prepare for the future. It is through long-term financial planning via the City's Ten-Year Financial Strategic Plan and strong leadership that has enabled the City to weather economic storms in the past. The Financial Strategic Plan has been a guiding force to assist in preparing for the future. Through both the current budget process and the Financial Strategic Plan, staff has highlighted several areas where the City currently, and in the future, faces challenges. Some of the Funds to be addressed are as follows:

Governmental Funds:	**Enterprise Funds:**
General Fund	Solid Waste Fund
Library Fund	Theatres Fund
Lighting Fund	
Landscaping Fund	
Stormwater Fund	
Street Improvements Funds	
Capital/Developer Fee Funds	
Housing Funds	
CDBG Fund	

Without these challenges being addressed, support from the General Fund is projected to increase based on the Financial Strategic Plan. Staff will meet over the next several months to pro-actively strategize different options to increase revenue, decrease expenditures/expenses, and develop more efficient ways of operating.

Summary

City Council, management, and staff work hard to ensure that the City continues to provide service levels which local residents and businesses expect. The Adopted FY 2015-16 and FY 2016-17 Operating Budget represents a spending plan that is fiscally responsible and responsive to the community's needs. Staff will continuously monitor the City's revenues and expenditures to ensure that any material changes to revenues or appropriations are communicated to City Council. Staff will take proactive steps to ensure strong financial health for the City. Over time, the City organization must become less dependent on Federal, State, and County revenue sources. Financial independence is key to local government survival.

The City is fortunate to have professional and dedicated employees performing at highly competent levels. My personal thanks to the Executive Team, Finance Department (especially Finance Director John Adams and Budget Officer Brent Sakaida), and staff in all the operating departments for the many hours of outstanding work, interdepartmental cooperation, and commitment to preparing a balanced Adopted Operating Budget.

Special thanks and appreciation also needs to be extended to the City employee associations for the vital cooperative role they play. Maintaining positive labor relations remains a critical component to how the City organization is managed and operated. Finally, it is important to acknowledge City Council for its continued leadership and confidence in staff to implement a wide array of municipal services during one of the most challenging periods in the City's history.

Respectfully Submitted,

Scott Mitnick
City Manager

Attachments:

Attachment #1 – City Council's Ten Broad Goals (including funding sources)
Attachment #2 – City Council's Top Ten Priorities for FY 2015-2016 (including funding sources)

BUDGET MESSAGE ATTACHMENTS

ATTACHMENT #1

City of Thousand Oaks
Citywide Goals for FY 2015-2016 and FY 2016-2017

On April 14, 2015, City Council reaffirmed ten broad Citywide Goals and adopted ten Citywide Top Priorities for FY 2015-2016.

The following tables delineate City Council's *Ten Broad Goals*, including funding sources:

No.	City Council Goals	Funding Source
A.	Provide municipal government leadership which is open and responsive to residents, and is characterized by ethical behavior, stability, promoting public trust, transparency, confidence in the future, and cooperative interaction among civic leaders, residents, business representatives, and staff, while recognizing and respecting legitimate differences of opinion on critical issues facing the City.	General Fund
B.	Operate City government in a fiscally and managerially responsible and prudent manner to ensure that the City of Thousand Oaks remains one of California's most desirable places to live, work, visit, recreate, and raise a family.	All Funds
C.	Maintain strong commitment to public safety (including Police, Fire, Emergency Medical Services, and Emergency Management) to ensure City remains one of the safest Cities in the United States with a population over 100,000.	General Fund
D.	Complete ring of open space around the City; Protect and preserve ridgelines, natural habitat, and designated open space areas.	Conejo Recreation and Open Space Acquisition Fund, Developer Funds, or General Fund
E.	Provide and enhance essential infrastructure to ensure that the goals and policies of the Thousand Oaks General Plan are carried out and the City retains its role and reputation as a leader in protecting the environment and preserving limited natural resources.	All Funds and Developer Fees
F.	Continue City's commitment to community and cultural programs and services (such as Performing Arts/Theatres, Libraries, TOTV, Visual Arts, Youth and Senior Programs).	General Fund, Library Fund, and Theatres Fund

No.	City Council Goals (cont.)	Funding Source
G.	Participate in public-private and multi-jurisdictional opportunities to ensure City residents have access to high levels of parks, recreation, education, and leisure programs and services.	General Fund, Theatre Fund, Developer Agreement Funds, and/or Conejo Recreation and Open Space Acquisition Fund
H.	Maintain a strong local employment base geared toward retaining high quality businesses; Sustain a healthy business community; and, Diversify the local economy, with a specific emphasis on small businesses and high technology/biomedical jobs.	General Fund
I.	Implement high quality revitalization projects within Thousand Oaks Boulevard and Newbury Road Areas; Develop a pedestrian oriented, viable, and self-sustaining "Downtown;" and, continue to support production of long-term affordable housing.	General Fund, Enterprise Funds, CDBG Funds, and various grant funding
J.	Prepare for transition of City workforce by ensuring that sufficient succession planning takes place to develop an employment base which is reflective of the community's demographics.	General Fund

Note: Priorities are listed randomly & do not reflect comparative levels of importance, as proposed on March 24, 2015.

ATTACHMENT #2

City of Thousand Oaks
Citywide FY 2015-2016 Top Priorities

On April 14, 2015, City Council reaffirmed ten broad Citywide Goals and adopted ten Citywide Top Priorities for FY 2015-2016.

The following tables delineate City Council's *Citywide Top Ten Priorities*, including funding sources:

No.	City Council Goals	Funding Source
A.	Maintain a balanced budget, explore new revenue sources to obtain long-term financial stability and independence, and report back to City Council with recommendations (including review of re-establishing Inclusionary Housing In-Lieu and Non-Residential Development Linkage Fees).	General Fund and Housing Fund
B.	Establish Ad Hoc City Council Thousand Oaks Boulevard Specific Plan Committee to review and prepare an implementation strategy (include review of Measure E).	General Fund
C.	Further reduce Citywide water consumption to fully comply with new State of California requirements (to achieve a Statewide 25% reduction in potable urban water usage through February 28, 2016), including review of enhanced use of groundwater.	General Fund and Water Fund
D.	Work with property owners to prepare plans for development of Hampshire Road property (former K-mart), undeveloped Seventh Day Adventist properties, undeveloped Rancho Conejo properties, and Kelley Road (CVUSD property).	General Fund, Developer Fee Funds, and/or Capital Projects Funds
E.	Complete Thousand Oaks Boulevard Utilities Undergrounding and Auto Mall Public Improvements projects.	General Fund, Gas Tax Funds, Mello-Roo Fund, and Developer Fee Funds
F.	Maintain existing public safety service levels, including front-line police patrol services and attain agreement to construct a full-service Westlake Fire Station.	General Fund

No.	City Council Goals (cont.)	Funding Source
G.	Implement and enhance environmental programs, including: protection of trees, increased solar power, increased energy efficiency, possible shuttle/trolley service on Thousand Oaks Blvd., and other measures from Climate Action Plan.	General Fund, Developer Agreement Funds, and/or Conejo Recreation, Open Space Acquisition Fund, Transportation Fund
H.	Complete plan to acquire Rasnow open space parcels in Newbury Park.	Open Space Acquisition Fund
I.	Complete and implement Economic Development Strategic Plan.	General Fund
J.	Prepare and host “CicTOvia” Festival in Fall 2015.	General Fund

Note: Priorities are listed randomly & do not reflect comparative levels of importance, as proposed on March 24, 2015.

ADDITIONAL BUDGET INFORMATION

Budget User's Guide
Community Profile
Fund Structure

Budget User's Guide

City of Thousand Oaks
Budget User's Guide

The City of Thousand Oaks – A Brief Overview

Form of Government

Thousand Oaks was incorporated on October 7, 1964, as a General Law City. The City operates under a City Council/City Manager form of government and provides traditional municipal and public enterprise services, as shown below:

Municipal Services	Public Enterprise Services
Highways and streets	Water
Public safety	Wastewater (sewer)
Library and cultural	Golf course
Planning and zoning	Transportation
Housing/community development	Solid waste management
General administrative support	Theatres

The City Council consists of five members elected by the community at large and selects the Mayor from its members, generally, for a one-year term. City Council terms are four years, with elections held every two years. The City Council appoints the City Manager and City Attorney.

Primary responsibility for financial administration of the City rests with the Finance Director/City Treasurer. He is appointed by the City Manager and is responsible for establishing and maintaining the accounting and management information systems for the City. He is also responsible for the receipt, investments, and disbursement of all City funds.

Budget Process

Background

The City is a General Law City in the State of California (State) and does not legally require a budget; however, per the City's Municipal Code, the City Manager is required to "prepare and submit the annual budget to the City Council and be responsible for its administration after adoption."

The Operating & Capital Budget Calendar was approved by City Council. This informed staff of key deadlines related to the budgets.

The next step was to gather project information for the CIP Budget from the various departments and Project Managers. The City departments then worked on the Operating Budget and citywide Goals and Performance Measures.

Though coordinated by the Finance Department Budget Team, the development of the Operating and Capital Improvement Program (CIP) Budgets is a cooperative and coordinated effort between the various departments involved in the planning and implementation of the respective budgets.

City of Thousand Oaks
Budget User's Guide

Basis of Budgeting/Accounting

The City Manager presents two proposed annual budgets to City Council for review and adoption, which are consistent with Generally Accepted Accounting Principals (GAAP). All governmental funds are budgeted and accounted for using the modified accrual basis of accounting. Proprietary fund revenues and expenses are budgeted and recognized on an accrual basis. The budget differs from the annual financial reports issued by the City in two ways. The budget does not show depreciation expense and it does not show the value of employee leave balances. This is in keeping with traditional municipal budgeting conventions.

Operating appropriations lapse at the end of each fiscal year. The budgetary level of control for all governmental fund types is the fund level. The City Manager has the discretion to transfer appropriations between departments within a fund, but changes to appropriations or transfers between funds must be approved by City Council. Multi-year projects have been budgeted in the initial year of the project.

Preparation of the Budget Document

Budget preparation takes approximately nine months. The Budget Team met on a regular basis with departmental representatives as part of the budget preparation process. Departments began preparing their budget requests and revenue estimates in January.

From January through March, the Budget and Executive Teams carefully reviewed, evaluated, and prioritized each department's budget submissions for new and additional services, positions, capital outlay, and capital improvement projects. The overall estimated revenues and proposed appropriations were also reviewed. Moreover, remaining mindful of public safety and legal requirements; adhering to the City Council's financial policies; as well as providing the most efficient, effective, and economical service levels possible are major considerations throughout the budget process.

The City uses a combined program and line item budget format. This is designated to provide a comprehensive management control and fiscal planning system. This format is aimed at achieving goals and objectives at the operational levels that are consistent with City Council's Goals and Priorities. The budgeting process is an incremental one, which starts with the requests from the departments, based on historical information, inflationary increases, and/or department knowledge based on upcoming projects. Requests for appropriations are made at the department level and are compiled and initially reviewed by the Core Budget Team. Once the Department review was completed, the Core Budget Team met and reviewed the budget with the City Manager and Assistant City Manager.

The Executive Team takes a final review of department budget requests. As soon as the final details are completed and approved by the City Manager, a proposed Operating Budget document is printed. The City Manager presents the proposed Budget to City Council and the public for their review during the month of May, culminating with a public hearing, which typically occurs in mid-June. The City Council

may revise the City Manager's proposed Budget, as deemed necessary. A majority vote is required to adopt the final Budget. The Budget is adopted prior to July 1st.

Budget Implementation and Budget Transfers

Once the Budget has been adopted by City Council, the responsibility of implementing each department's budget lies with the department managers, with ultimate responsibility resting with the City Manager. Department managers are expected to operate their department within the appropriations established in the Budget. Budget transfers or budget appropriation amendments should be the exception, rather than the rule. In certain cases, however, requests are considered where events have occurred, which are unforeseen. (Further details with respect to budget transfers and appropriations can be found in the Fiscal Policy section at the end of this document.)

Budget Calendar

The Budget Calendar was presented to City Council on November 25, 2014. The biennial budget process requires significant staff effort. The budget calendar is the first step in completing the two year budget on time.

Documentation of a Budget calendar assists departments in preparing for the next two-year Operating and Capital Improvement Program Budgets process. The calendar is subject to change and is intended to be used as a general guideline.

The recommended budget calendar related to City Council's participation is as follows:

FY 2015-2016 & FY 2016-2017 Budget Preparation Calendar			
No.	**Date**	**Responsible Department**	**Event**
1	10/28/2014	**City Council**	***City Council FY 2013-14 Citywide goals & Objectives One-Year Status Update Session*** ***Budget & Financial Management Software***
2.	11/25/2014	Finance & **City Council**	***Approval of FY 2015-2016 & 2016-2017 Budget Preparation Calendar***
	12/16/2014	Finance & **City Council**	***Financial Strategic Plan***
3.	Jan. 2015	Finance Audit Committee	***FY 2013-2014 Financial Audit Results"***
4.	2/24/2015	**City Council**	***City Council User Fees (including Dev. Impact Fees) Study Session***
	Mar. 2015	**City Council**	***City Council Goal Setting Session***
	Mar. 2015	Finance Audit Committee	***FY 2014-2015 Mid-Year Budget Update***
	Mar. 2015	Capital Facilities Committee	***Reviewed Proposed CIP Budget***
6.	4/14/2015	**City Council**	***City Council Proposed CIP Budget Study Session***
7.	4/28/2015	**City Council**	***Public Hearing: Adoption of Proposed User Fees (incl. Dev. Impact Fees) (followed by 60-day waiting period)***

City of Thousand Oaks
Budget User's Guide

No.	Date	Responsible Department	Event
	April 2015	Finance Audit Committee	***FY 2015-2017 Preliminary Budget Update***
8.	5/12/2015	**City Council**	***Proposed Operating Budget Study Session***
	June 2015	Finance Audit Committee/ Capital Facilities Comm.	***FY 2015-2017 Final Review of Operating Budget and CIP Budget***
10.	6/9/2015	**City Council**	***Public Hearing: Adoption of Operating Budget and CIP Budget***
11.	6/23/2015	**City Council**	Adopt Gann Limit (Consent Item).
12.	7/1/2015	All Departments	Beginning of FY 2015-2016. Approved User Fees go into effect.

Performance Measures

The City's Core Budget Team met with individual departments to introduce the concept and development of Performance Measures during the FY 2009-2010 and 2010-2011 budget process. There were basic guidelines that were followed related to the development of a mission statement, goals, objectives, and performance measures. An on-line Access Database was developed by the Information Technology Division, which each department used to develop their divisions' mission statement, goals, objectives, and measures.

During the FY 2015-2016 and 2016-2017 budget process, performance measures were revisited by each department. Input started in January 2015, with documentation reviewed throughout the budget process period. Follow-up meetings were held to review the information provided by each department, as well as to improve their initial performance measures.

All departments spent a great deal of time with their current measures so that they are linked to both the City's biennial budget objectives and goals and City Council's Goals and Priorities. Performance Measures, organized by department, are provided as a tool to measure effectiveness and efficiencies of City operations.

Each year, the City Manager's Office and Finance put together an annual "Report Card" document (*Citywide Goals and Objectives One-Year Status Update*) of the status of City Council's Goals and Top Priorities, as well as all Department/Division objectives and performance measures. This document is presented by staff to City Council during a scheduled City Council meeting. The document lists out the following:

- City Council's Top Priorities with current status and narrative on what has been accomplished to date.

- Department/Division "Objective" is broken out by the City Council Goals that it is associated with. The report lists the target date of the objective (date completed/on-going), responsible department, and status.

- Department "Performance Measure" is noted with the current actual result, as well as the last four fiscal year's results.

City of Thousand Oaks
Budget User's Guide

During this budget process, City management decided to move forward with ICMA's "Insights" Performance Measures program. Insights will provide the City with a more dynamic system of documenting, reporting, and providing transparency to staff and residents.

Staff is currently working on appropriate Performance Measures for each department to report on, which will be documented and viewed on the City's website.

Community Benchmarks

Community benchmarks are addressed in the Appendix under the Citywide Benchmarks Tab. Below are revenue and expenditures per capita for selected Ventura County cities as of FY 2011-2012:

	Thousand Oaks	Camarillo	Moorpark	Oxnard	San Buenaventura	Simi Valley
Revenue/Service per Capita Population January 2012	128,031	66,407	34,826	200,390	107,166	125,317
Taxes	$ 482.70	$ 472.62	$ 405.01	$ 522.21	$ 634.31	$ 382.70
Special Benefit Assessments	39.63	4.99	62.46	40.34	15.85	-
Licenses & Permits	20.56	9.52	12.36	13.19	13.86	12.37
Fines & Forfeitures	8.98	6.38	12.29	14.53	14.37	6.52
Use of Money & Property	28.17	9.11	38.27	21.40	21.82	9.74
Intergovernmental	92.96	65.44	47.72	193.39	72.24	66.79
Current Service Charges	477.33	354.37	51.78	675.38	498.54	160.98
Other Revenues	18.37	63.44	85.34	71.30	34.11	15.37
Other Financing Sources	-	118.85	-	18.37	-	-
Total Revenues	$ 1,168.72	$ 1,104.72	$ 715.23	$ 1,570.11	$ 1,305.10	$ 654.47

	Thousand Oaks	Camarillo	Moorpark	Oxnard	San Buenaventura	Simi Valley
Expenditures/Service per Capita Population January 2012	128,031	66,407	34,826	200,390	107,166	125,317
General Government						
Legislative	$ 24.90	$ 24.21	$ 5.78	$ 7.05	$ 20.62	$ 4.66
Management & Support	111.46	30.23	90.16	76.21	125.94	42.70
Public Safety	215.75	243.45	209.26	459.86	450.26	233.06
Transportation	274.82	289.02	147.14	180.63	132.99	115.60
Community Devvelopment	74.89	77.61	65.81	114.51	111.48	99.44
Health	169.07	91.87	9.47	335.07	191.89	135.06
Culture & Leisure	154.92	193.56	148.95	181.09	114.81	20.96
Public Utilities	161.59	178.55	-	279.65	217.29	-
Total Expenditures	$ 1,187.40	$ 1,128.50	$ 676.58	$ 1,634.07	$ 1,365.27	$ 651.49

Source:
California State Controller's Office - Cities Annual Report FY 2011-2012 (Website: http://www.sco.ca.gov/files-ard-local/locrep/cities_reports_1112 cities.pdf

For more Community/Citywide Benchmarks, refer to the Citywide Benchmarks section at pages 411-424.

City of Thousand Oaks
Budget User's Guide

Fiscal Policies Summary

Budget Policy

Good budgeting is a broadly defined process that has policy, managerial, planning, communication and financial dimensions. A good budget process is characterized by several essential features, such as a long-term perspective linked to broad organizational goals, budget decisions that focus on results and outcomes, and the promotion of effective communication with residents.

Adoption: Upon the presentation by the City Manager of a proposed budget document to the City Council, the City Council will call and publicize a Public Hearing. The City Council will subsequently adopt such budget, as it may have been amended, as the City's Annual Budget effective for the fiscal year beginning July 1.

Balanced Budget: The Operating Budget will be balanced with current revenues, greater than or equal to current expenditures/expenses.

Planning: The budget process will be coordinated so as to identify major policy issues for City Council consideration several months prior to budget approval. This will allow adequate time for appropriate decisions and analysis of financial impacts.

Reporting: Periodic financial reports will be prepared by the Finance Director to enable the Department Managers to manage their budgets and to enable the Finance Director to monitor and control the budget as authorized by the City Manager. Summary financial and budgetary reports will be presented by the Finance Director to the City Council monthly. Such reports will be in a format appropriate to enable the City Council to understand the overall budget and financial status.

Budget Appropriations/Transfers Policy

Managers are expected to control the budget by program level within each fund. Managers also have discretion to exceed the budget of individual accounts within a program as long as the program budget is not exceeded. Flexibility is granted to facilitate management's ability to fulfill a department's operational mission and reduce the number of budget adjustments that would be required to control by individual account number.

City of Thousand Oaks
Budget User's Guide

Capital Improvement Program (CIP) Policy

Plans for acquiring capital assets should be part of, or consistent with, land use, transportation, or other long-range plans of the City. Capital projects are funded from capital improvement reserves available in the respective funds' fund balance and grants obtained by the City.

Funding for capital projects typically relates to the function the asset will perform. For example, streets and roads projects are funded from Gas Tax or Developer Fees; City Hall, Library or recreation projects from the General Fund; water or wastewater projects are funded from their respective funds.

User Fee Policy

The City of Thousand Oaks imposes fees and charges to users for City services, goods, and permits. These fees and charges can be set at 100 percent of full cost or subsidized by City funds. During the calculation of fees, staff verifies that fees and charges do not exceed the City's costs in providing the service or processing work. User fees and charges will be adjusted biannually to recover the full cost of services provided unless City Council determines that a subsidy from the General Fund is in the public's best interest.

Governmental Fund Balance Policy

This Fund Balance Policy establishes guidelines and procedures for allocating and reporting fund balance in the financial statements in accordance with GASB Statement No. 54.

The City will strive to maintain the General Fund undesignated fund balance at 15% of current year General Fund and Library Fund (most support is from the General Fund) budgeted expenditures and a 5% contingency reserve.

Fund Balance/Retained Earnings will be used only for emergencies, non-recurring expenditures, or major capital purchases that cannot be accommodated through current year savings.

Accounting Policy

The City's accounting records are maintained in full accordance with Generally Accepted Accounting Principles (GAAP), as established by the Governmental Accounting Standards Board (GASB). Governmental fund types (General Fund, Special Revenue Funds, Capital Project Funds and Debt Service Funds), Agency Funds, and expendable trust funds are maintained via a modified accrual basis* of accounting. Proprietary fund types (Enterprise Funds and Internal Service Funds) and nonexpendable trust funds are maintained via an accrual basis** of accounting.

***Modified Accrual:** An adaptation of the accrual basis of accounting for governmental fund types. Revenues and other financing resources are recognized when they become available to finance expenditures of the current period. Expenditures are recognized when the fund liability is incurred.

****Accrual Basis:** Sometimes called "full accrual" basis. A basis of accounting in which revenues are recognized when earned regardless of when they are received and expenses are recorded at the time the liability is incurred, regardless of when it is paid.

Audit Policy

It is the policy of the Finance Department to establish and support an internal audit function as an independent appraisal function to examine and evaluate organization activities as a service to management. To perform the internal audit function, internal auditors will follow the Government Auditing Standards issued by the U.S. General Accounting Office and the Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors.

Fixed Asset Replacement Policy

To establish guidelines by which funds are set aside for future purchases of equipment, spreading the cost out over the life of the asset being replaced so that large purchases do not impact a department's expense account all in one year.

Investment Policy

It is the policy of the City of Thousand Oaks to invest public funds in a manner which will provide the highest investment return with the maximum security while meeting the daily cash flow demands of the City and complying with State Law and Investment Policy governing the investment of public funds.

Debt Policy

The purpose of this Debt Policy is to ensure that the City's bonded indebtedness is incurred and administered in a prudent financial manner.

(For the complete Policies, refer to the Fiscal Policies Tab, located at the end of the Operating Budget Book.)

City of Thousand Oaks
Budget User's Guide

Cost Allocation Plan

The purpose of this study is to identify the City of Thousand Oaks ("City") central service department costs that provide an indirect benefit (hereafter referred to as "Allocable Costs") to the City's operating departments/divisions (hereafter referred to as "Allocation Cost Centers") and to distribute these allocable costs to the allocation cost centers in a fair and equitable manner.

Every year the City, with the assistance of a consultant, prepares a cost allocation plan to identify costs associated with providing certain central services to other City departments. These indirect service charges reimburse the administration and overhead services provided by General Fund departments, such as financial services, City Attorney, and Information Technology. The full cost allocation plan delineates the basis of allocation by department and can include total operating budget (except capital and debt), the number of full-time equivalent positions per department, specific number of requests or hours of service provided, etc. These costs are charged to the various operating departments/divisions by an interfund transfer as provided in the City's cost allocation plan.

The City uses a "double step-down" method, which is one of the five methods for allocating indirect costs described in the Cost Accounting Manual prepared by the Office of Management and Budget and is considered the most accurate and equitable of the five methods.

The "double step-down" method utilizes two steps to allocate indirect costs. In the first step, the Allocable Costs are identifies and initially allocated to all departments (both central service departments and the Allocation Cost Centers) using the most appropriate distribution bases that represent the demand for indirect services. Next, a second allocation is made in which indirect costs allocated to central service departments in the first step are redistributed using the allocation percentages derived in the first step. The final step fully reallocates the indirect costs allocated to the central service departments in the second allocation to the Allocation Cost Centers to obtain the final central services cost allocation.

The final step utilizes the step-down approach to fully distribute Allocable Costs to the Allocation Cost Centers. The step-down approach utilizes a sequential method to close-out all first step costs allocated to central service departments on a priority basis. The sequence begins in a step-down fashion starting with the central service department providing the greatest benefit and concludes with the central service department that provided the least benefit to other departments. At the end of the step-down sequence, all Allocable Costs have been allocated to the Allocation Cost Centers.

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Community Profile

CITY OF THOUSAND OAKS

History of the City

The City's history dates to the Chumash Native Americans who dwelled in the Conejo Valley hundreds of years ago. In 1542, the area was discovered by Spanish explorer Juan Rodriguez Cabrillo, who claimed the land for his Spanish king. The area remained virtually unsettled until the early 1800s when the Spanish governor granted 48,671 acres of land grants to loyal soldiers - land which included the Conejo Valley. (Conejo is the Spanish word for rabbit, which are abundant in the area.)

Throughout the 19th Century, early pioneers migrated to the area. The first post office was built in 1875, and the small settlement became a stop on the stagecoach route between Los Angeles and San Francisco. With the invention of the motor car and the construction of a highway between those two major cities, the Conejo Valley began to evolve.

In the early 1900s, the Janss Family purchased 10,000 acres of farm land and began planning a "total community." The family would leave a positive local imprint, and the Janss name remains highly visible in the Conejo Valley.
(Janss Ranch – 1955)

Chicken ranches, dairy farms and apricot orchards dotted the valley when Louis Goebel opened his Lion Farm in 1927. Crowds flocked to see Goebel's performing jungle animals. In later years, his tourist attraction was called “Jungleland.” Soon the motion picture industry discovered the Conejo Valley's beauty. Scenes from "Birth of a Nation," "Tarzan," and "The Adventures of Robin Hood" were filmed here. Today, that trend continues with movies, television shows, and commercials being filmed or videotaped within the City and adjoining areas.
"Goebel's performing Lions"

By 1961 there were two shopping centers, an industrial park, schools, churches and a four-year liberal arts college in the growing town. On Sept. 29, 1964, the community voted to incorporate and selected the name, City of Thousand Oaks, honoring the abundant, majestic oak trees in the area. In the first years of Cityhood, nearly 20,000 persons lived within the 14.28 square miles of the newly drawn boundaries.

(Janss Mall – 1963)

Since incorporation, the City has developed into a quality community, integrating effective planning and citizen involvement. Having grown to 56 square miles with more than 128,000 residents, City officials remain dedicated to offering an envious family lifestyle.

In an effort to maintain its natural environment, more than 15,000 square acres have been designated as "Open Space" containing more than 75 miles of trails. This preserved space allows residents to enjoy the same natural beauty that the Chumash Native Americans first enjoyed hundreds of years ago.

CITY OF THOUSAND OAKS

Community Profile

At the national level, recent headlines have focused on all the uncertainty surrounding Europe and its tenuous relationship with Greece, as well as concerns over several of the larger emerging economies, while it appears that the U.S. economy is continuing to grow. This ongoing strength has led the Federal Reserve to signal that it is likely to raise short-term interest rates later this year, which is an indication that the central bank believes most sectors of the economy are experiencing tailwinds that are returning us back to "normal."

The bright spot in the economy has been the consumer. Since the second quarter of 2014, spending growth has averaged 3.3%, and the conditions facing households continue to improve substantially. The economy has added more than three million jobs over the past 12 months, and the outlook for real income growth is the best in nearly a decade. With gas prices still more than 20.0% lower than a year ago, overall inflation muted, and the strong dollar supporting purchasing power, consumers can be expected to spend a bit more freely in the quarters ahead.

Meanwhile, economic growth continues to get a lift from housing. Home sales have rebounded sharply to post-recession highs. Builder confidence, permit applications, and building starts also have all picked up pace in recent months. What is particularly encouraging is that growth in sales is becoming more sustainable, with gradual, but steady move towards first-time home-buyers and away from investor-driven demand.

The Legislative Analyst's Office (LAO) projects that with continued growth in the economy and restraint in new program commitments, the state budget could see multibillion dollar operating surpluses within a few years. Accordingly, the LAO now finds that California's state budget situation is even more promising than they projected a year ago.

The historic drought plaguing California has done more than close golf courses and incite a nationwide debate about its effect on the economy; it could result in a $2.7 billion dollar hit to the state's economy, according to research released by the University of California, Davis. Although the economic cost is nearly half a billion dollars more than last year, it's still a relatively small amount in California's massive economy and accounts for about two percent of its overall gross domestic product. The total expected loss to California's agricultural economy, worth $45 billion, is just 6 percent.

At the 2014 Ventura County Real Estate & Economic Outlook Conference in Thousand Oaks, Mark Schniepp, director of the California Economic Forecast, upgraded his forecast from a year ago to show slightly higher rates of growth in employment and income, with 4,300 jobs added in 2014 and 4,900 jobs in 2015. He expects those new jobs will appear primarily in already-thriving sectors: professional services,

leisure and hospitality, and health care. As for the housing market, he expects more housing will be needed in the next five years. He anticipates the local population will rise by roughly 38,000 people.

Across Ventura County, sales growth in the 4th quarter 2014 has increased over the prior year's quarter. Gross receipts for businesses in City of Thousand Oaks were $7.7 million compared to $7.6 million for the same period last year, which represents a 2.2 percent increase from the prior year. The City experienced an increase in sales tax revenue due to sales growth in Autos and Transportation and Building and Construction sectors, but General Consumer Goods decreased by 2.0 percent over prior year, primarily due to the trend towards on-line shopping and away from brick and mortar.

The City is working with a consultant to prepare an Economic Development Strategic Plan (Plan). The Plan is a long term vision plan that focuses on the future economic growth of the City over the next ten years. With the loss of Redevelopment funds, it is imperative that the City prepare a Plan that includes programs that create a healthy economic environment and encourages the retention, expansion, and attraction of businesses and companies to the City.

City Demographics and Profile

Population:	129,349 (as of January 2015)	Median Home Price:	$723,750
Median Age:	42	Occupied Dwellings:	48,664
Median Household Income:	$100,476	School Enrollment (K-12):	19,706

Thousand Oaks is conveniently located 39 miles northwest of Los Angeles and 12 miles inland from the Pacific Ocean. The City lies within the Conejo Valley, a picturesque, mountain-rimmed plateau, 900 feet above sea level at the Ventura/Los Angeles County line. Temperatures during the summer months (June through August) range from 71 to 96 and between 54 and 70 during the winter (December through February); average rainfall is approximately 18 inches per year.

Golf Course

The City-owned Los Robles Greens Golf Course provides the public with 18 holes to play while the Los Robles Community Banquet Center (shown right) and "The Gardens," which was completed in the fall of 2013, provides two beautiful locations for special events.

Open Space

Currently, more than 15,131 acres, comprising 39 percent of the City's planning area, is set aside as permanent open space. This natural area includes untouched hillside areas, creeks, oak woodlands, and native plants and wildlife, including larger animals such as deer, bobcats, coyotes, and mountain lions. Open space contains approximately 140 miles of multipurpose hiking, biking, and equestrian trails that provide recreational opportunities for all ages. In 1996, the American Hiking Society and National Park Service recognized this trail system by presenting the City of Thousand Oaks with the Trail Town USA Hall of Fame Award.

The protected land holdings are managed by the Conejo Open Space Conservation Agency (COSCA). COSCA was created in 1977 as a joint powers agency between the City and the Conejo Recreation and Park District for the purpose of protecting and managing open space. The Agency has been instrumental in the creation of this open space.

The community's open space is a tribute to the commitment of residents and officials to protect the natural environment and provide outdoor recreational opportunities. For more information, call (805) 449-2505.

Oak Trees

In addition to taking the City's name from the tens of thousands of oak trees scattered throughout the area, the City benefits from the oaks trees' natural beauty. In 1970, the City Council passed an ordinance designed to protect and preserve the centuries-old trees. To prune, cut down, remove, or move an oak tree within City limits, a permit must first be obtained. The lead agency in processing such permits is the Community Development Department. For further information call (805) 449-2323.

Photo by Joe Virnig

Thousand Oaks Civic Arts Plaza

Unique to the City is the Thousand Oaks Civic Arts Plaza, a multi-purpose complex, which features the Bank of America Performing Arts Center consisting of the 1,800-seat Fred Kavli Theatre for the Performing Arts, and the 388-seat Janet and Ray Scherr Forum Theatre, as well as City Hall and a four-acre park.

As the only performing arts center of its kind between Los Angeles and San Francisco, the Center provides entertainment opportunities ranging from world-class performers and touring Broadway musicals to local community theatre, dance, and symphony productions. Children's programs are also a high priority.

The Bank of America Performing Arts Center theatres complex, operated by the City, is supported by many volunteer organizations, including the Alliance for the Arts, Friends of the Civic Arts Plaza, and Board of Governors/Civic Arts Plaza Foundation. For more information about the theatres, call (805) 449-2700 or visit their website at www.civicartsplaza.com.

Photo by Joe Virnig

Entire Complex:	218,000 square feet
Fred Kavli Theatre:	99,000 square feet
Scherr Forum/Council Chambers:	22,000 square feet
City Hall:	87,000 square feet
Outdoor Plazas:	10,000 square feet

Community Gallery

The Thousand Oaks Community Gallery is located next door to the Newbury Park Branch Library in the Newbury Park area of the City. This contemporary art gallery hosts diverse visual arts exhibitions, workshops, artist presentations and special events.

The 3,000 square foot gallery is under the direction of a volunteer steering committee, including Arts Commission members, regional visual arts representatives, and dedicated arts leaders. Operating costs are covered by a modest fee paid by the exhibiting artists. The Gallery is also available for group tours and special events. For more information, call (805) 449-2767.

Goebel Adult Center

The Goebel Adult Center is a joint project of the City and the Conejo Recreation and Park District (CRPD). Adult Center staff and operations are funded by Conejo Recreation and Park District, while the City funds maintenance and upkeep of the facility.

The Center provides services for more than 11,000 adults monthly, with over 100 different programs weekly; seven different social services are provided. Center staff coordinates various travel opportunities for both day and overnight trips for seniors, including in-state, out-of-state, and out-of-country tours. Staff also coordinates 1,200 volunteers each month for approximately 70 non-profit organizations through the Retired and Senior Volunteer Program (RSVP). For more information, call (805) 449-2109.

Alex Fiore Teen Center

The Alex Fiore Teen Center is a joint project of the City of Thousand Oaks and the Conejo Recreation and Park District (CRPD). The City fully funds the Teen Center maintenance and operations, providing the Conejo Recreation and Park District with funds to operate and staff the facility.

Since opening in 1989, the Teen Center serves an average of 400 teenagers every day. Teens can participate in a game of pool or basketball, or sign up for various special interest classes, such as aerobics, volleyball, guitar, art, and ceramics, at the 14,000 square foot facility. The center features a game room, gymnasium, computer lab, music room, classrooms, and a catering kitchen. The center is also the site of concerts, monthly dances for middle school teens, recreation classes and excursions, as well as league play in volleyball and basketball. For more information, call (805) 449-2109.

Library Services

The Thousand Oaks Library system consists of the Thousand Oaks Grant R. Brimhall Library and the Newbury Park Branch Library. Serving approximately 2,000 people per day and with approximately 1.6 million items (books, videos, CDs, etc.) circulated each year, the library is one of the busiest and most highly-rated public libraries in the nation. The Grant R. Brimhall library is open seven days per week and many library services, including reference and research assistance by credentialed librarians, access to a variety of specialized research databases, as well as access to the library catalog and program information are also available 24 hours per day, seven days per week via the library web page.

In response to an increased demand for services, an expansion of the Grant R. Brimhall Library opened in 2006. The additional 22,000 square feet of service area includes a new Children's Library, increased shelving and seating, special quiet and group study areas, an outdoor courtyard, and additional parking. For more information call (805) 449-2660 or visit the library web page at www.toaks.org/library.

Stagecoach Inn Museum

The original Stagecoach Inn, called the Grand Union Hotel, was built in 1876. Stagecoaches continued to make their way through the Conejo Valley into the late 1800s and many hotel guests used that mode of transportation. In the mid-1960s, the Inn was threatened by the expansion of the Ventura Freeway, and the Conejo Valley Historical Society was formed to save the building, which was declared a California Landmark in 1965.

The hotel was moved in 1966 to its present location on Ventu Park Road and turned into a museum. Unfortunately, a fire destroyed that building and a replica was built, which opened on July 4, 1976. The historical museum site now includes an adobe, a Chumash Ap (dwelling), as well as pioneer artifacts and exhibits depicting the history of the Conejo Valley.

A nature trail travels over wooden footbridges and past native plants to the Tri-Village complex, which includes an early California Adobe, a pioneer house, a one-room schoolhouse, and a carriage house with two stagecoaches. There is also a gift shop and picnic area at the museum located at 51 S. Ventu Park Road in the Newbury Park area of Thousand Oaks. The museum is open Wednesday through Sunday, 1-4 p.m. For more information, call (805) 498-9441.

Parks & Recreation

The Conejo Recreation and Park District (CRPD) is a separate entity from the City of Thousand Oaks. CRPD operates under its own Board of Directors managing 60 facilities within the City for recreational use by residents, including parks, playfields, community centers, and special facilities. CRPD offers over 3,000 classes, camps, and specialized programs on an annual basis at facilities such as the Thousand Oaks Alex Fiore Teen Center and the Goebel Senior Adult Center. Individual instructional and exercise classes, team sports, and community-wide events such as concerts in the park are a few examples of the variety of programs offered by CRPD.

Photo by Joe Tornero

The City and CRPD work jointly together on several projects, including the management of over 140 miles of trails and nearly 15,000 acres of open space through the Conejo Open Space Conservation Agency. For more information on Conejo Recreation and Park District, 403 W. Hillcrest Drive, call (805) 495-6471.

Business Community

Thousand Oaks is the site of numerous corporate and regional headquarters, as well as other diverse retail, industrial, and business entities. Major corporations with headquarters or significant facilities in the City include Amgen, Inc., and Baxalta (separated from former parent, Baxter International in July 2015), the two of the largest biotechnology companies in the United

States, Jafra Cosmetics, an international cosmetics company, Skywork Solutions, an intelligence software and systems engineering firm, Teledyne Science Center, one of the nation's strongest high-technology research and development centers, and J.D. Power and Associates, a global marketing and information firm, and Sage Publications, a publisher of educational materials. Thousand Oaks is also home to regional offices of General Motors Company, Verizon, the telecommunications giant, Anthem/Blue Cross, a major healthcare insurer, and BMW Design Works. Other business name-plates are considering relocating operations to the community due to the good business clientele and quality of life that exists in the City.

The rich diversity of businesses in the City provides the area with a strong and stable economic foundation, especially in recessionary times. In addition, retail, corporate, and industrial entities provide community members with a variety of local employment opportunities. Thousand Oaks is also home to many entrepreneurs and welcomes small business to the area. Sales Tax represents the largest source of General Fund revenue to the City and the business community is, therefore, a very important component of the City's financial well-being.

The Greater Conejo Valley Chamber of Commerce acts as a resource and visitor center for housing, education, employment, recreation, and other information, upon request and on its website at www.conejochamber.org. Chamber offices are located at 600 Hampshire Road, Suite 200, Thousand Oaks, CA 91361; (805) 370-0035. The City is also a sponsor and direct participant in the activities of the County's umbrella economic development support organization, the Economic Development Collaborative – Ventura County.

For further information on business-related matters, call the City Manager's Office at (805) 449-2121.

Retail Opportunities

The primary shopping market of Thousand Oaks has a current population of 350,000 and includes the cities of Thousand Oaks, Westlake Village, Agoura Hills, Camarillo, Moorpark, and Calabasas, along with the adjacent unincorporated areas. The median household income of the Thousand Oaks market is more than $100,476 (2013 US Census). The retail buying market is more than $3.5 billion, evidenced by activity at the Oaks Mall, Janss Marketplace, and other regional centers and general shopping areas in the market area.

Along with a significant locally-owned and operated retail base along Thousand Oaks Boulevard, and Moorpark Road, and in Newbury Park, the City also boasts The Oaks, an indoor regional shopping center, which includes a number of anchor stores plus approximately 150 high quality shops, restaurants, and an eleven-screen movie theater. A major renovation and expansion of The Oaks concluded in September 2008 with the addition of some major new shopping venues. The Janss Marketplace, a smaller shopping center, has three anchor stores – Sears, Burlington Coat Factory, and Toys-R-Us, a food court, and a nine-screen Cineplex.

Numerous other shopping centers, such as The Lakes at Thousand Oaks and the Promenade at Westlake also offer quality and varied shopping choices. Thousand Oaks is also home to the nation's largest auto mall, offering shoppers from throughout Southern California cars and trucks built by every major domestic and nearly every foreign auto maker.

Residents and visitors enjoy fine dining at many local restaurants, while hotels, such as the Westlake Hyatt and two Marriott Hotels in Newbury Park, offer luxury accommodations. For more information, call the City Manager's Office at (805) 449-2121.

Gardens of the World

The Gardens of the World became a reality when Ed and Lynn Hogan, founders of Pleasant Holidays, decided to build a striking monument to commemorate the various cultures of the world. The Gardens of the World exist not only as a cultural contribution to the community, but as an educational tool.

Six lovely gardens make up the park: *Japanese Garden*, set in the midst of a Koi pond, encircled by bamboo and bridges, complete with a Japanese pagoda; *French Garden*, where a cascading waterfall greets you after you pass through the massive iron entry gates; *Mission Courtyard*, where the early history of California and its famous Mission Trail can be experienced through colorful hand-painted murals and a Spanish fountain; *English Rose Garden*, where an explosion of color greets the visitor with vivid floral displays; *The Bandstand*, is an authentic replica of a Victorian Bandstand providing a stage for concerts in the park that can be enjoyed from the grassy amphitheater beyond with a nearby picnic area; and the *Italian Garden*, featuring a romantic grape arbor, distinctive cypress trees, and a "chain" fountain inspired by historic Italian architecture.

The Gardens of the World, located at 2001 Thousand Oaks Boulevard, is open to the public Tuesday through Sunday from 9:00 a.m. to 5:00 p.m., closed Mondays and holidays. The Gardens is owned and operated by the Hogan Family Foundation, Inc. For more information, call (805) 557-1135.

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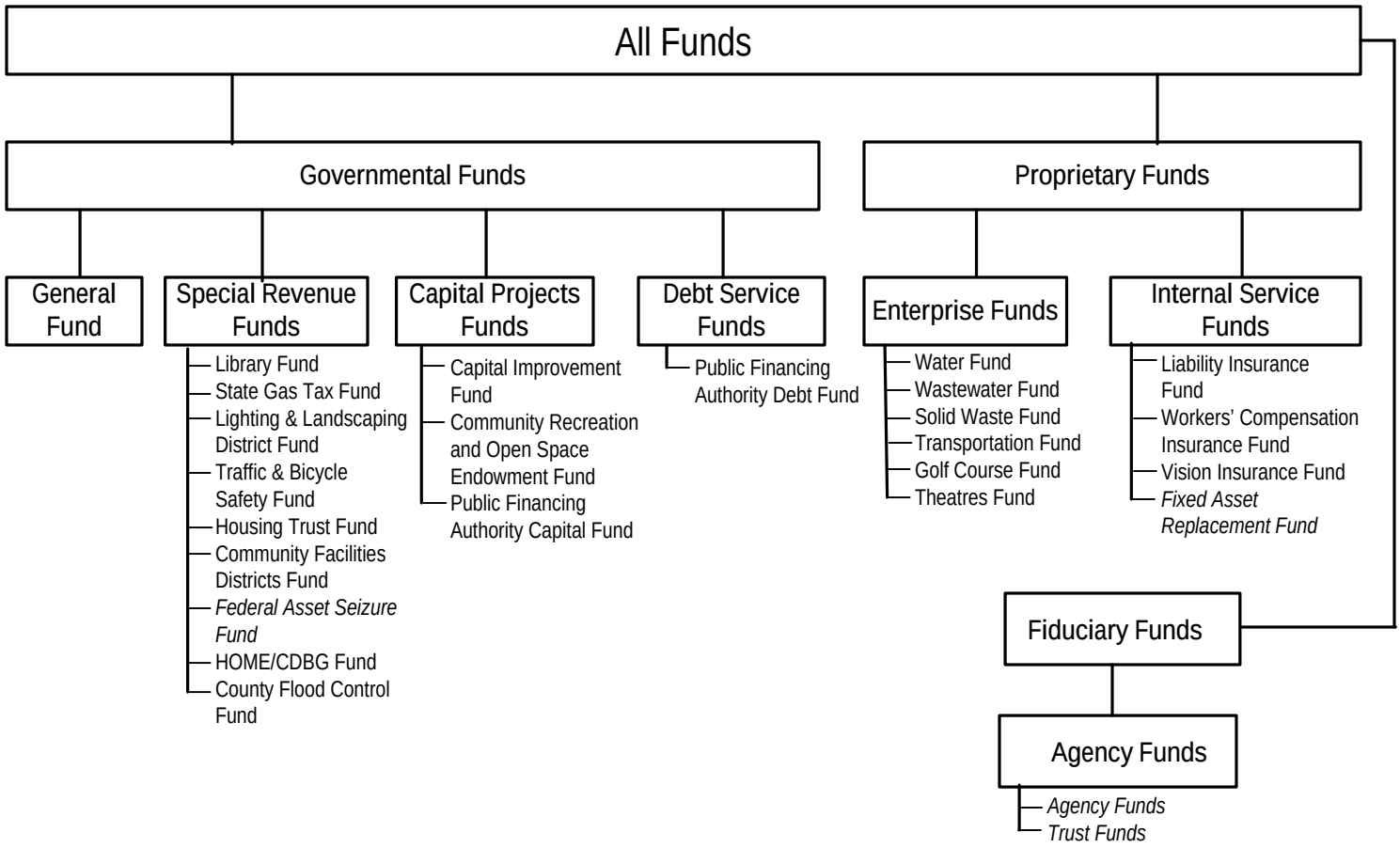
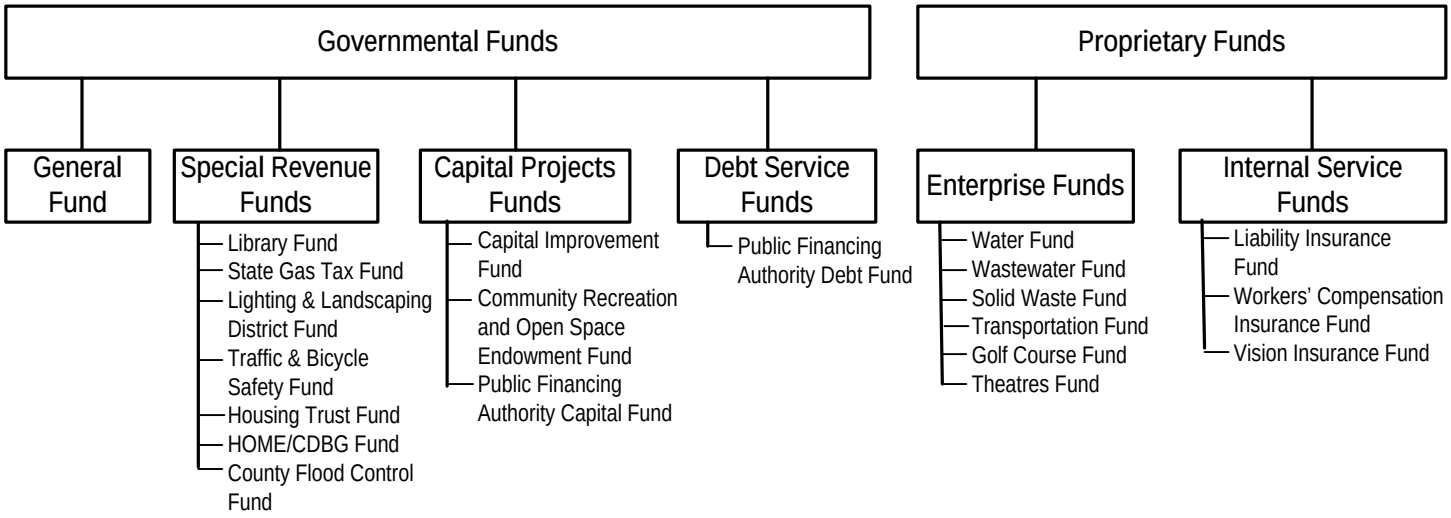
Fund Structure

City of Thousand Oaks
Fund Structure



Adopted Budgets for the Following Funds:



City of Thousand Oaks
Fund Description

The City reports the following major governmental funds:

The **General Fund** is the City's primary operating fund. It accounts for all financial resources of the City except those required to be accounted for in another fund.

The **Library Fund** provides for administration of the City's library system. Property taxes, library assistance from the State of California, and other revenues are restricted for library maintenance and operations expenditures in this fund.

The **State Gas Tax Fund** accounts for revenues derived from gasoline purchases and are restricted for the construction and maintenance of City streets and other street related projects.

The **Capital Improvements Fund** accounts for developer agreement funds and developer impact fees collected for road improvements, bridge improvements, and undergrounding of utilities, as well as capital facilities fees restricted for public facilities.

The City reports the following major enterprise funds:

The **Water Utility Fund** accounts for the operation of the City's water utility, a self-supporting activity, which renders services on a user-charge basis to residents and businesses located in Thousand Oaks.

The **Wastewater Utility Fund** accounts for the operation of the City's wastewater utility, a self-supporting activity, which renders services on a user-charge basis to residents and businesses located in Thousand Oaks.

The **Golf Course Fund** accounts for the operation of Los Robles Greens Golf Course.

The **Transportation Fund** accounts for the operation of the Thousand Oaks transit system. Fare revenues and transfers from the City are recognized in this fund.

The **Solid Waste Management Fund** accounts for the solid waste management activities of the City, which includes recycling, source reduction, hazardous waste disposal, and composting.

The **Theatres Fund** accounts for the operation of the 1,800 seat Kavli Performing Arts Theatre and the 400 seat Scherr Forum Theatre. The theatres began operations in October 1994.

City of Thousand Oaks
Fund Description

Additionally, the City reports the following fund types:

The **Special Revenue Funds** account for specific revenues that are legally restricted to expenditures for particular purposes.

The **Debt Service Funds** account for the accumulation of resources and payment of principal and interest of the Authority.

The **Capital Projects Funds** account for the City's equipment replacement program and other capital expenditures.

The **Internal Service Funds** account for the cost of providing general liability, workers' compensation, and vision insurance coverage on a cost reimbursement basis. The City maintains self-insurance programs for general liability, workers' compensation, and vision claims.

All applicable funds of the City participate in the workers' compensation, general liability, and vision insurance programs and make payments to the respective internal service funds based upon loss experience and exposure.

GOVERNMENTAL FUNDS
GENERAL FUND

The General Fund is the City's primary operating fund. The City Council has considerable flexibility when it comes to deciding how General Fund revenue are spent. General Fund revenues are derived mostly from taxes, such as sales, property and transient occupancy. General Fund total FY 2015-2016 revenues of $75,849,565 represents 45% of $167,262,039 in total Citywide revenues.

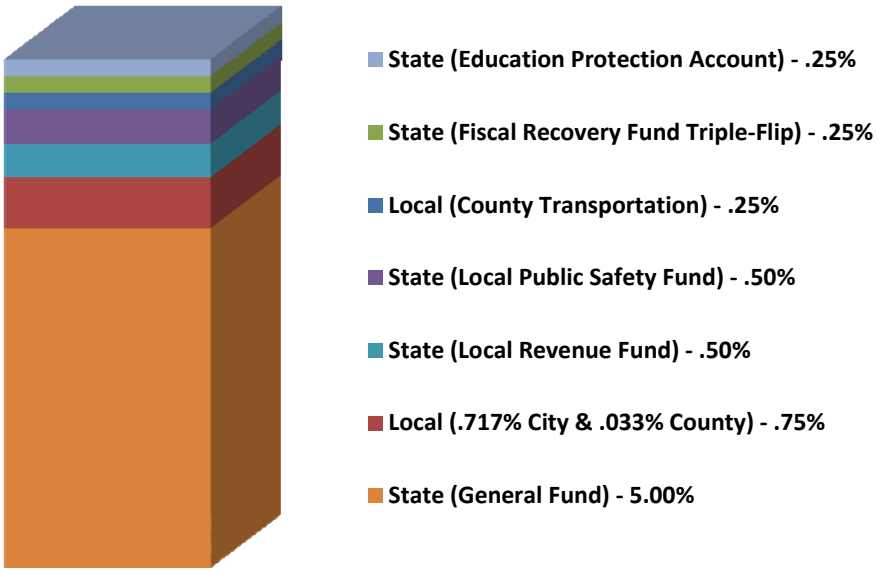
	Revenue Type	Fiscal Year 2015-2016	% of Total	Source/Restrictions
1	Sales Tax	$ 28,649,000	37.8%	City receives 0.967% of 7.5% sales tax paid when shopping in Thousand Oaks - 25% of City sales tax revenue is now received as property tax, as a result of the Triple Flip. Unrestricted
2	Vehicle License Fee	11,000,000	14.5%	City receives share of vehicle registration fees. State allocates based on population - 67% of VLF revenue is now received as property tax, as result of the Triple Flip. Unrestricted
3	Property Tax	8,214,200	10.8%	Tax imposed on real property (land and permanently attached improvements) based upon the assessed value of the property. City receives 4% of 1% property tax collected within the incorporated areas. Unrestricted
4	Property Transfer Tax	850,000	1.1%	City receives 27.5 cents per $500 value on transfer of interests in real estate, with some exemptions (also called documentary transfer tax). Unrestricted
5	Permits/ Inspections/Other User Fees	3,594,355	4.7%	City receives fee revenues based on the estimated reasonable cost of providing services. Proposition 218 (adopted in 1996) requires fees to be set based on the cost to provide the service. City contracts with external consultant to calculate fees. Refer to City User Fee Manual. Unrestricted, covers costs
6	Franchise Fee	6,629,000	8.7%	Paid to City from a franchisee for “rental” or “toll” for the use of city streets and right-of-ways. Collected from cable, rubbish and utility businesses. Cable and rubbish franchise fee set at 5% and utilities set at 2% of gross annual receipts. Unrestricted
7	Cost Allocation (Services to Enterprise Funds)	4,288,400	5.7%	Received from City water, wastewater, solid waste, transportation, golf and theatres enterprise funds to cover the costs of administrative City support. City contracts yearly with external consultant to develop Cost Allocation Plan. Unrestricted, covers costs
8	Transfers from Other Funds	2,074,000	2.7%	Transfers to General Fund from other funds to reimburse expenditures incurred by the General Fund. Refer to Budget Transfer Summary report. Unrestricted, covers costs
9	Transient Occupancy Tax	3,590,000	4.7%	City receives 10% of rent charged to transients for the privilege of occupancy in any hotel in the incorporated area of the City. Can increase only with majority voter approval. Unrestricted
10	Business Licenses	2,075,500	2.7%	Tax imposed upon businesses in the community and is based on gross receipts. Rates are set at City’s discretion. Unrestricted
11	Interest Income	910,000	1.2%	Income resulting from the prudent investment of idle cash in General Fund. Type of investments controlled by the City’s Investment Policy in accordance with the California Government Code. Unrestricted
12	Other Revenue	3,975,110	5.2%	Includes grants (restricted), reimbursements (expenditure offset), rental of City facilities (unrestricted), fines and penalties (unrestricted), and other revenue (unrestricted).
Sub-Total		**$ 75,849,565**	**100.0%**	
Reserves		$ 1,083,652		Use of reserves to fund one-time capital improvements of $5.0M and $0.6M for Library Fund capital improvements.
Total		**$ 76,933,217**		

GOVERNMENTAL FUNDS
GENERAL FUND

The General Fund is the City's primary operating fund. The City Council has considerable flexibility when it comes to deciding how General Fund revenue are spent. General Fund revenues are derived mostly from taxes, such as sales, property and transient occupancy. General Fund total FY 2016-2017 revenues of $77,458,120 represents 44% of $175,100,176 in total Citywide revenues.

	Revenue Type	Fiscal Year 2016-2017	% of Total	Source/Restrictions
1	Sales Tax	$ 29,821,000	38.5%	City receives 0.967% of 7.5% sales tax paid when shopping in Thousand Oaks - 25% of City sales tax revenue is now received as property tax, as a result of the Triple Flip. Unrestricted
2	Vehicle License Fee	11,220,000	14.5%	City receives share of vehicle registration fees. State allocates based on population - 67% of VLF revenue is now received as property tax, as result of the Triple Flip. Unrestricted
3	Property Tax	8,349,200	10.8%	Tax imposed on real property (land and permanently attached improvements) based upon the assessed value of the property. City receives 4% of 1% property tax collected within the incorporated areas. Unrestricted
4	Property Transfer Tax	850,000	1.1%	City receives 27.5 cents per $500 value on transfer of interests in real estate, with some exemptions (also called documentary transfer tax). Unrestricted
5	Permits/ Inspections/Other User Fees	3,642,310	4.7%	City receives fee revenues based on the estimated reasonable cost of providing services. Proposition 218 (adopted in 1996) requires fees to be set based on the cost to provide the service. City contracts with external consultant to calculate fees. Refer to City User Fee Manual. Unrestricted, covers costs
6	Franchise Fee	6,760,000	8.7%	Paid to City from a franchisee for “rental” or “toll” for the use of city streets and right-of-ways. Collected from cable, rubbish and utility businesses. Cable and rubbish franchise fee set at 5% and utilities set at 2% of gross annual receipts. Unrestricted
7	Cost Allocation (Services to Enterprise Funds)	4,416,900	5.7%	Received from City water, wastewater, solid waste, transportation, golf and theatres enterprise funds to cover the costs of administrative City support. City contracts yearly with external consultant to develop Cost Allocation Plan. Unrestricted, covers costs
8	Transfers from Other Funds	2,047,000	2.6%	Transfers to General Fund from other funds to reimburse expenditures incurred by the General Fund. Refer to Budget Transfer Summary report. Unrestricted, covers costs
9	Transient Occupancy Tax	3,680,000	4.8%	City receives 10% of rent charged to transients for the privilege of occupancy in any hotel in the incorporated area of the City. Can increase only with majority voter approval. Unrestricted
10	Business Licenses	2,078,500	2.7%	Tax imposed upon businesses in the community and is based on gross receipts. Rates are set at City’s discretion. Unrestricted
11	Interest Income	910,000	1.2%	Income resulting from the prudent investment of idle cash in General Fund. Type of investments controlled by the City’s Investment Policy in accordance with the California Government Code. Unrestricted
12	Other Revenue	3,683,210	4.8%	Includes grants (restricted), reimbursements (expenditure offset), rental of City facilities (unrestricted), fines and penalties (unrestricted), and other revenue (unrestricted).
Sub-Total		**$ 77,458,120**	**100.0%**	
Reserves		$ -		Current revenues fund one-time capital improvements of $2.7M and $0.2M for Library Fund capital improvements.
Total		**$ 77,458,120**		

City of Thousand Oaks
7.50% Sales Tax Allocation (effective 7/1/2015)

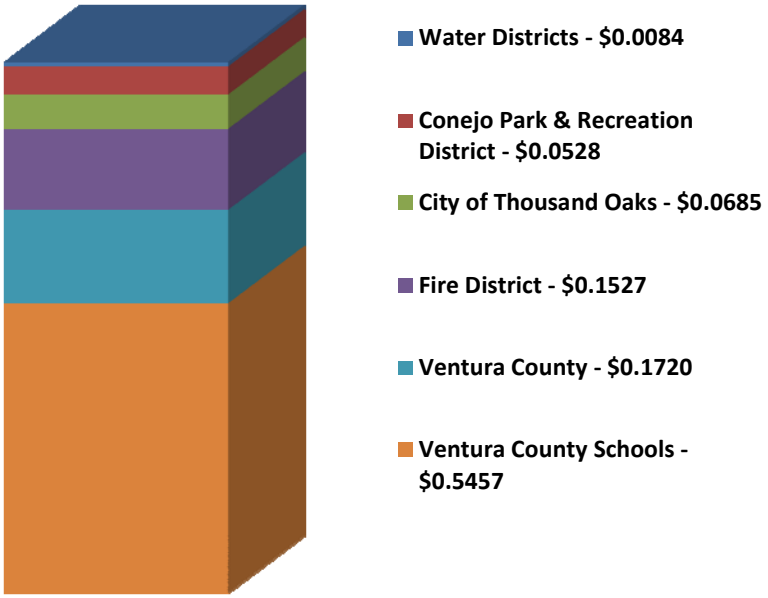


* Represents the full 0.967% the City receives. For FYE June 30, 2014 – $26,294,070

TOP SALES TAX PRODUCERS
(Listed alphabetically)

Acura of Thousand Oaks
Amgen
Apple
Audi/Bentley Leasing
Bed Bath & Beyond
Best Buy
Daimler Trust
Financial Services Vehicle Trust
Home Depot
Honda of Thousand Oaks
Infiniti of Thousand Oaks
Jafra Cosmetics
Jaguar of Thousand Oaks
Jaguar/Lotus Thousand Oaks
Kemp Ford
Ladin Subaru
Land Rover Thousand Oaks
Lexus of Thousand Oaks
Macys
Neftin Volkswagen
Nordstrom
Ralphs
Rolls Royce Motor Cars Westlake
Rusnak Auto Group
Shaver Chrysler Dodge Jeep Ram
Target
Tesoro West Coast Co
Thousand Oaks Toyota
Toyota Lease Trust
Vons

City of Thousand Oaks
1% Property Tax Allocation



2014-15 Assessed Valuation – $26,693,517,308

* Includes all Property Taxes received by the City of Thousand Oaks
City of Thousand Oaks General Fund Revenue for FYE June 30, 2014 – $7,602,583
City of Thousand Oaks Library Revenue for FYE June 30, 2014 – $6,029,785

TOP PROPERTY TAXPAYERS
(Listed alphabetically)

Amgen Inc.
Baxter Healthcare
Continuing Life Communities T.O., LLC
Duesenberg Investment Co
Knolls Apartments, LLC
Los Robles Hospital
Macerich Oaks, LLC
One Baxter Way, LP
Regency Centers, LP
Westlake Park Place

GOVERNMENTAL FUNDS
SPECIAL REVENUE, CAPITAL PROJECTS, & DEBT SERVICE FUNDS

Special Revenue, Capital Projects, and Debt Service Fund revenue are highly restricted as to their use. FY 2015-2016 and FY 2016-2017 revenue generated from these funds total $23,315,061 or 14% and $30,942,305 or 18% of total Citywide revenues of $167,262,039 and $175,100,176, respectively.

	Fund	Fiscal Year 2015-16	% of Total	Fiscal Year 2016-17	% of Total	Source/Restrictions
	Special Revenue Funds					
1	Library	$ 8,522,696	36.6%	$ 8,311,216	26.9%	Library district property tax (68%), RDA Tax increment pass-thru (5%). General Fund Support (24%) used for in ongoing Library operations and $0.6M for FY 2015-16 T.O. Library projects.
2	Lighting Assessment District	1,949,839	8.4%	2,042,847	6.6%	Property tax levied specifically to maintain lighting maintenance in various districts.
3	Landscaping Assessment District	4,346,700	18.6%	4,434,400	14.3%	Property tax levied specifically to maintain landscaping maintenance in various districts.
4	Stormwater	1,001,909	4.3%	933,325	3.0%	County Flood Control property tax assessments restricted to manage the Stormwater Quality National Discharge Elimination system, per Clean Water Act.
5	Street Improvement	3,964,000	17.0%	11,756,000	38.0%	Section 2105, 2106 and 2107 gas tax from $0.18/gallon tax on fuel (24%), traffic safety fines for moving violations (7%), and Federal Highway Administrative Grant (40%).
6	CDBG	574,017	2.5%	574,017	1.9%	Federal grants restricted for community projects and social services.
7	Housing	666,000	2.9%	666,000	2.2%	Federal grants restricted for community projects and social services.
	Capital Projects Funds					
7	Capital Projects	1,131,900	4.9%	1,069,700	3.5%	Developer/Capital Facility fees restricted for road/bridge improvements, undergrounding of utilities, and public facilities. Community Recreation and Open Space Endowment Fund revenues (from General Fund transfer, LRGC transfers and bedroom tax) restricted for acquisition of open space.
	Debt Service Fund					
8	Public Financing Authority	1,158,000	5.0%	1,154,800	3.7%	Debt instrument for financing improvements to the main Thousand Oaks Library.
	Total Special Revenue, Capital Projects, and Debt Service Funds					
Total		**$ 23,315,061**	**100.0%**	**$ 30,942,305**	**100.0%**	

PROPRIETARY FUNDS
ENTERPRISE AND INTERNAL SERVICE FUNDS

Enterprise fund revenues are highly restricted as to their use. Enterprise fund projected revenue for FY 2015-2016 of $68,097,413 represents 41% of $167,262,039 and FY 2016-2017 of $66,699,751 represents 38% of $175,100,176 in total Citywide revenues.

	Fund	Fiscal Year 2015-16	% of Total	Fiscal Year 2016-17	% of Total	Source/Restrictions
	Enterprise Funds					
1	Water	$ 27,316,022	40.1%	27,286,022	40.9%	Water fees collected to support water operations and capital outlay.
2	Wastewater	19,442,546	28.6%	19,449,276	29.2%	Wastewater fees collected to support wastewater operations and capital outlay.
3	Solid Waste	1,412,400	2.1%	1,453,800	2.2%	Recycling fees (59%), landfill facility fee (20%), temporary drop box fee (9%), grants (5%), and Interest Income (2%) used to support solid waste operations and capital outlay.
4	Transportation	10,718,200	15.7%	9,060,700	13.6%	SB325 gas tax from 1/4 cent sales tax (42%) restricted for transportation services. Also, Federal & State Grant (35%), Outside Non-City bus services (16%), and Dial-A-Ride fees (2%), restricted for transportation services.
5	Theatres	4,002,245	5.9%	4,243,953	6.4%	Theatre fees (76%) and donations (13%) to support Theatre operations.
6	Los Robles Greens Golf Course	5,206,000	7.6%	5,206,000	7.8%	Golf fees to support Los Robles Greens Golf Course operations.
	Total Enterprise Funds					
Total		**$ 68,097,413**	**100.0%**	**$ 66,699,751**	**100.0%**	

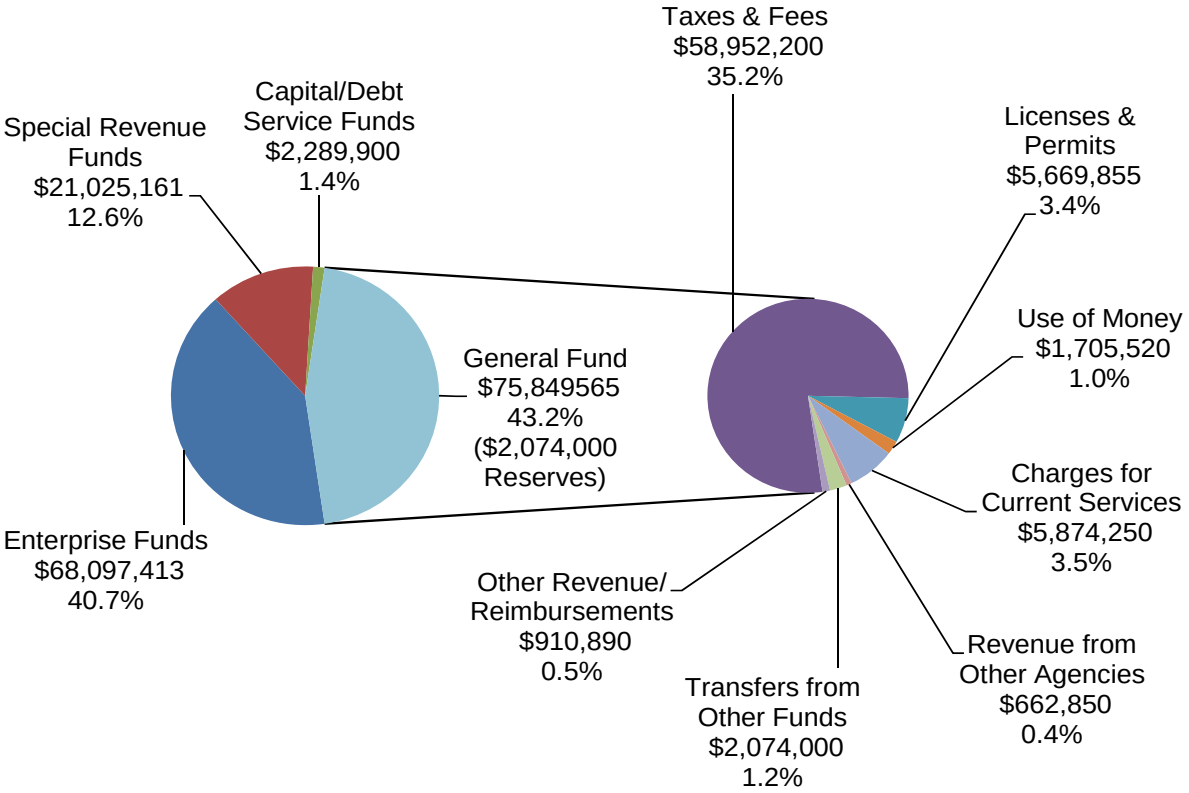
Internal Service Funds (ISF) are used to account for the cost of providing general liability, workers' compensation, and vision insurance coverage. ISF's are excluded from the Citywide combined budget operational summary on page one of the Adopted Operating Budget.

	Internal Service Funds					
Total		**$ 1,336,000**		**1,336,000**		Includes Liability, Workers' Compensation, and Vision funds.

	Fund	Fiscal Year 2015-16		Fiscal Year 2016-17		Debt Service Description
1	Wastewater	$1,160,000 $238,488	Prin. Int.	$1,220,000 $178,988	Prin. Int.	1998 Wastewater COP executed on November 5, 1998, which was used to provide funds for improvements to the City's wastewater system.
2	Los Robles Greens Golf Course	$2,490,000 $50,000	Prin. Int.	$2,255,000 $50,000	Prin. Int.	Used for capital lease equipment at the Los Robles Greens Golf Course.
3	Public Financing Authority	$580,000 $577,913	Prin. Int.	$600,000 $554,713	Prin. Int.	Used to make improvements to the Thousand Oaks Library, which were completed with the expansion of the Children's Library dedicated in Spring 2006.

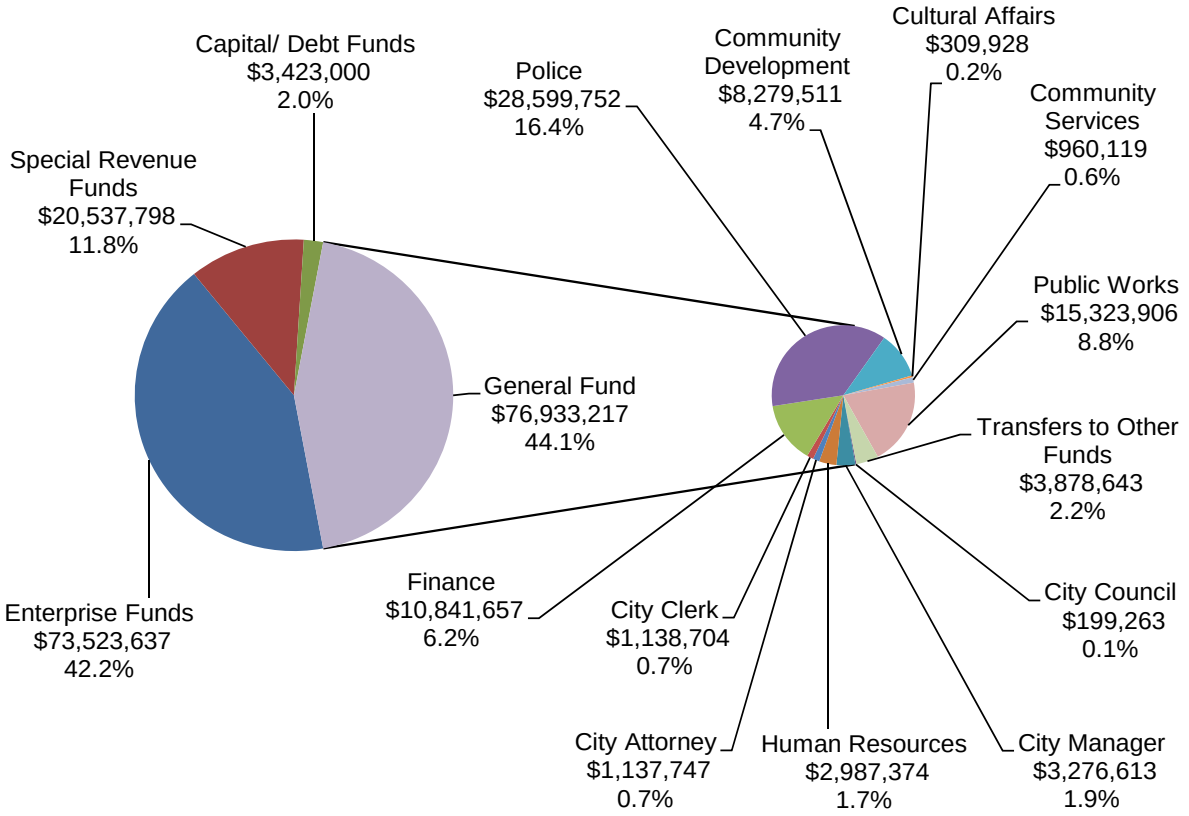
SOURCE OF FUNDS - FY 2015-2016

TOTAL CITY RESOURCES - $167,262,039



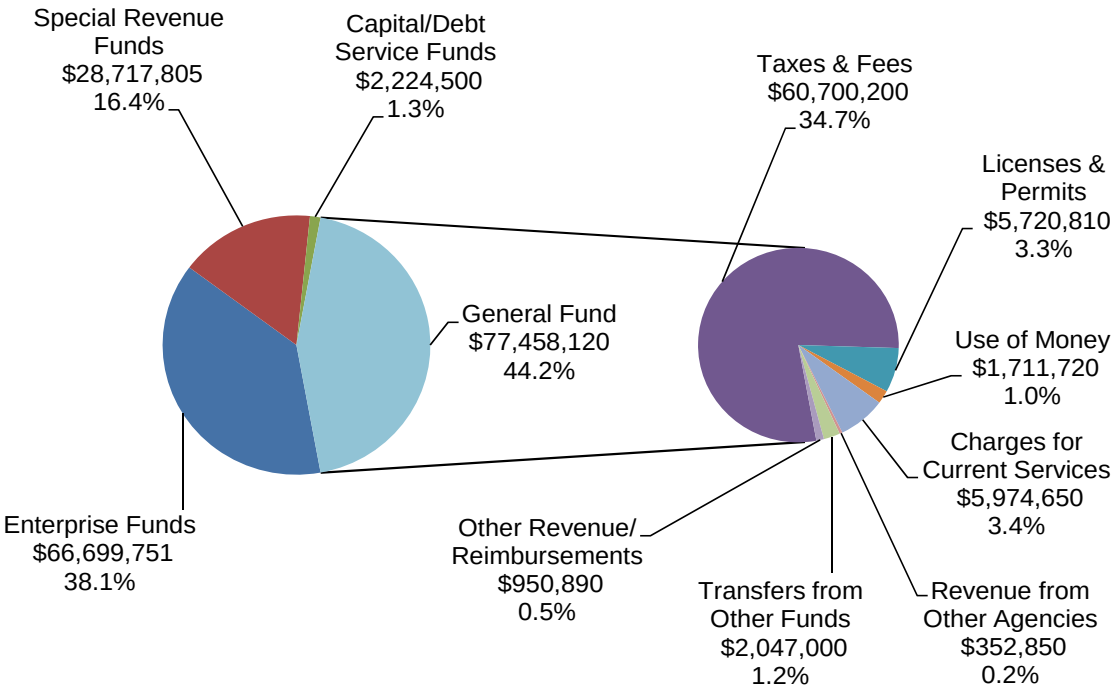
USE OF FUNDS - FY 2015-2016

TOTAL CITY APPROPRIATIONS - $174,417,652



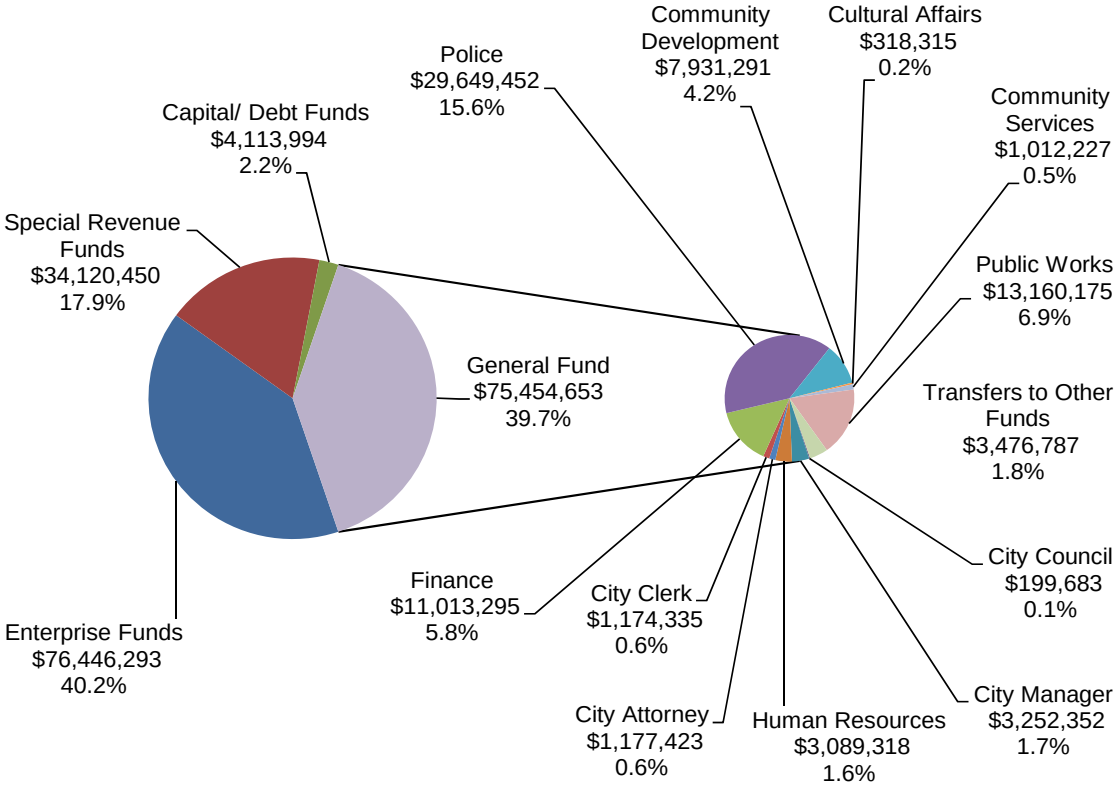
SOURCE OF FUNDS - FY 2016-2017

TOTAL CITY RESOURCES - $175,100,176



USE OF FUNDS - FY 2016-2017

TOTAL CITY APPROPRIATIONS - $190,135,390



CITYWIDE SUMMARY

BUDGET SUMMARY

ALL FUNDS
COMBINED BUDGET

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Amount Available for Allocation				
Current Revenues	$ 167,369,328	156,818,339	160,999,396	169,266,389
Transfers From Other Funds	19,714,448	5,598,388	6,262,643	5,833,787
Reserve Account	3,132,989	79,778,415	8,483,613	17,245,287
Total Available for Allocation	$ 190,216,765	242,195,142	175,745,652	192,345,463
Estimated Requirements				
Operating Requirements:				
Salaries	$ 30,666,603	31,986,179	34,062,288	34,856,836
Fringe Benefits	13,433,094	16,213,477	14,836,308	16,084,734
Maintenance and Operations:				
Supplies and Equipment	8,113,671	9,753,055	10,072,025	9,478,425
Repairs and Maintenance	1,990,967	2,215,077	3,372,122	3,511,117
Professional/Contractual Services	24,938,956	44,428,348	29,456,380	29,421,016
Police Contract Services	25,996,574	27,415,900	28,019,900	29,053,900
Utilities	21,826,556	21,712,543	20,705,350	21,568,620
Insurance and Claims	1,669,276	1,593,106	1,667,350	1,728,300
Equipment/Building Rental	719,030	891,786	950,641	945,028
Training and Memberships	543,756	747,546	788,925	785,320
Asset Replacement Funding	1,486,313	1,552,183	1,326,058	1,468,578
Total Maintenance and Operations	87,285,099	110,309,544	96,358,751	97,960,304
Charge Backs	(4,093,862)	(4,384,204)	(5,580,338)	(5,717,659)
Capital Outlay:				
Capital Outlay	2,057,864	5,684,056	2,613,301	1,135,525
Use of Asset Replacement	(1,545,462)	(2,609,390)	(2,593,301)	(1,113,525)
Total Capital Outlay	512,402	3,074,666	20,000	22,000
Total Operating Requirements	127,803,336	157,199,662	139,697,009	143,206,215
Capital Improvements*	25,912,890	74,249,151	20,572,606	28,192,694
Maintenance Improvements*	-	-	2,995,000	8,015,000
Debt Svc. - Principal and Interest	4,820,627	4,890,294	4,890,394	4,887,694
Transfers To Other Funds	5,376,227	5,738,388	6,262,643	5,833,787
Reserve Accounts	26,303,685	117,647	1,328,000	2,210,073
Total Estimated Requirements	$ 190,216,765	242,195,142	175,745,652	192,345,463

Combined Budget above excludes Internal Service Funds
*Refer to Capital Budget document for detail of Fiscal Years' 2015-2016/2016-2017 Capital Improvements line item.

BUDGET SUMMARY

ALL FUNDS

FUND BALANCE ANALYSIS - ADOPTED 2015-2016

(Page 1 of 2)

	Beg. Avail. Fund Balance*	Revenue	Transfers In	Total Available
General Fund	$ 8,782,000	73,775,565	2,074,000	84,631,565
Enterprise Funds:				
Water Fund	17,800,000	27,316,022	-	45,116,022
Wastewater Fund	27,711,000	19,442,546	-	47,153,546
Solid Waste Fund	2,300,000	1,412,400	-	3,712,400
Transportation Fund	6,129,596	10,718,200	-	16,847,796
Theatres Fund	-	4,002,245	-	4,002,245
Los Robles Greens Golf Course Fund	-	5,206,000	-	5,206,000
Total Enterprise Funds	53,940,596	68,097,413	-	122,038,009
Special Revenue Funds:				
Library Fund	-	6,454,601	2,068,095	8,522,696
Lighting District Fund	-	1,713,600	236,239	1,949,839
Landscaping District Fund	3,290,000	4,346,700	-	7,636,700
Stormwater Fund	-	493,600	508,309	1,001,909
Street Improvement Funds	2,297,811	3,964,000	-	6,261,811
CDBG Fund	-	574,017	-	574,017
City Housing Fund	1,550,000	666,000	-	2,216,000
Total Special Revenue Funds	7,137,811	18,212,518	2,812,643	28,162,972
Capital / Debt Service Funds:				
Capital Projects Funds	6,810,923	911,900	220,000	7,942,823
Debt Service Fund - PFA**	-	2,000	1,156,000	1,158,000
Total Capital / Debt Service Funds	6,810,923	913,900	1,376,000	9,100,823
Total	$ 76,671,330	160,999,396	6,262,643	243,933,369
Internal Service Funds	$ -	1,336,000	-	1,336,000

* Beginning Available Fund Balance amounts excludes restrictions, such as encumbrances, and designations. Designations reflect the City's self imposed limitations, such as the City's 20% General Fund reserve policy.

** PFA - Public Financing Authority

(Page 2 of 2)

Operating Requirements	Capital Requirements	Debt Service Requirements	Transfers Out	Total Requirements	Remaining Available
68,044,574	5,010,000	-	3,878,643	76,933,217	7,698,348
21,027,811	7,592,947	-	-	28,620,758	16,495,264
14,683,645	4,034,659	3,582,500	-	22,300,804	24,852,742
1,676,718	-	-	-	1,676,718	2,035,682
8,289,418	3,380,000	-	-	11,669,418	5,178,378
3,947,245	55,000	-	-	4,002,245	-
4,623,800	380,000	149,894	100,000	5,253,694	(47,694)
54,248,637	15,442,606	3,732,394	100,000	73,523,637	48,514,372
7,942,696	580,000	-	-	8,522,696	-
1,949,839	-	-	-	1,949,839	-
5,144,283	10,000	-	-	5,154,283	2,482,417
1,001,909	-	-	-	1,001,909	-
140,000	800,000	-	1,824,000	2,764,000	3,497,811
574,017	-	-	-	574,017	-
571,054	-	-	-	571,054	1,644,946
17,323,798	1,390,000	-	1,824,000	20,537,798	7,625,174
80,000	1,725,000	-	460,000	2,265,000	5,677,823
-	-	1,158,000	-	1,158,000	-
80,000	1,725,000	1,158,000	460,000	3,423,000	5,677,823
139,697,009	23,567,606	4,890,394	6,262,643	174,417,652	69,515,717
1,336,000	-	-	-	1,336,000	-

BUDGET SUMMARY

ALL FUNDS

FUND BALANCE ANALYSIS - ADOPTED 2016-2017

(Page 1 of 2)

	Beg. Avail. Fund Balance*	Revenue	Transfers In	Total Available
General Fund	$ 7,698,348	75,411,120	2,047,000	85,156,468
Enterprise Funds:				
Water Fund	16,495,264	27,286,022	-	43,781,286
Wastewater Fund	24,852,742	19,449,276	-	44,302,018
Solid Waste Fund	2,035,682	1,453,800	-	3,489,482
Transportation Fund	5,178,378	9,060,700	-	14,239,078
Theatres Fund	-	4,243,953	-	4,243,953
Los Robles Greens Golf Course Fund	(47,694)	5,206,000	-	5,158,306
Total Enterprise Funds	48,514,372	66,699,751	-	115,214,123
Special Revenue Funds:				
Library Fund	-	6,617,501	1,693,715	8,311,216
Lighting District Fund	-	1,761,300	281,547	2,042,847
Landscaping District Fund	2,482,417	4,434,400	-	6,916,817
Stormwater Fund	-	494,600	438,725	933,325
Street Improvement Funds	3,497,811	11,756,000	-	15,253,811
CDBG Fund	-	574,017	-	574,017
City Housing Fund	1,644,946	666,000	-	2,310,946
Total Special Revenue Funds	7,625,174	26,303,818	2,413,987	36,342,979
Capital / Debt Service Funds:				
Capital Projects Funds	5,677,823	849,700	220,000	6,747,523
Debt Service Fund - PFA**	-	2,000	1,152,800	1,154,800
Total Capital / Debt Service Funds	5,677,823	851,700	1,372,800	7,902,323
Total	$ 69,515,717	169,266,389	5,833,787	244,615,893
Internal Service Funds	$ -	1,336,000	-	1,336,000

** PFA - Public Financing Authority

(Page 2 of 2)

Operating Requirements	Capital Requirements	Debt Service Requirements	Transfers Out	Total Requirements	Remaining Available
69,287,866	2,690,000	-	3,476,787	75,454,653	9,701,815
22,010,524	6,670,000	-	-	28,680,524	15,100,762
14,943,421	3,925,000	3,583,000	-	22,451,421	21,850,597
1,703,923	-	-	-	1,703,923	1,785,559
8,926,578	5,312,500	-	-	14,239,078	-
4,043,953	200,000	-	-	4,243,953	-
4,627,500	250,000	149,894	100,000	5,127,394	30,912
56,255,899	16,357,500	3,732,894	100,000	76,446,293	38,767,830
8,111,216	200,000	-	-	8,311,216	-
2,042,847	-	-	-	2,042,847	-
5,201,042	1,300,000	-	-	6,501,042	415,775
933,325	-	-	-	933,325	-
140,000	13,241,000	-	1,797,000	15,178,000	75,811
574,017	-	-	-	574,017	-
580,003	-	-	-	580,003	1,730,943
17,582,450	14,741,000	-	1,797,000	34,120,450	2,222,529
80,000	2,419,194	-	460,000	2,959,194	3,788,329
-	-	1,154,800	-	1,154,800	-
80,000	2,419,194	1,154,800	460,000	4,113,994	3,788,329
143,206,215	36,207,694	4,887,694	5,833,787	190,135,390	54,480,503
1,336,000	-	-	-	1,336,000	-

BUDGET SUMMARY

ALL FUNDS
REVENUE BY FUND

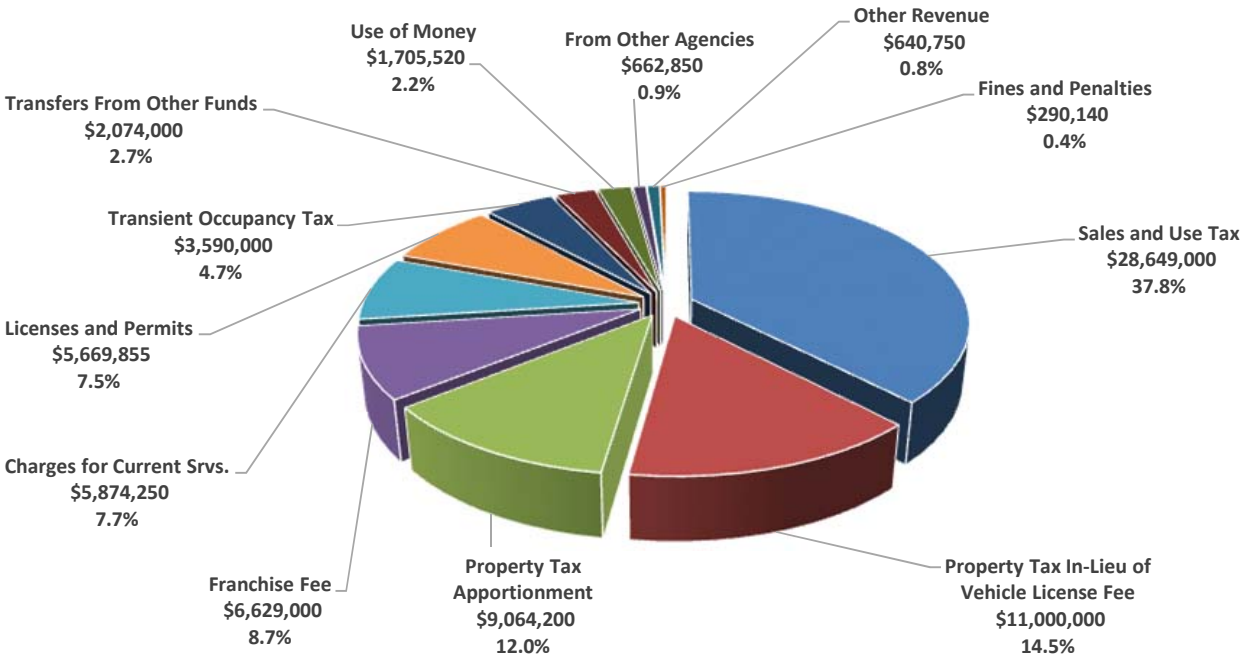
	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
General Fund	$ 70,748,721	67,535,778	73,775,565	75,411,120
Enterprise Funds:				
Water Fund	27,570,066	29,152,000	27,316,022	27,286,022
Wastewater Fund	19,300,018	20,885,700	19,442,546	19,449,276
Solid Waste Fund	1,486,259	1,440,347	1,412,400	1,453,800
Transportation Fund	5,471,290	8,979,150	10,718,200	9,060,700
Theatres Fund	3,523,057	4,132,173	4,002,245	4,243,953
Los Robles Greens Golf Course Fund	4,609,794	5,206,000	5,206,000	5,206,000
Total Enterprise Funds	61,960,484	69,795,370	68,097,413	66,699,751
Special Revenue Funds:				
Library Fund	6,326,814	6,171,641	6,454,601	6,617,501
Lighting District Fund	1,605,981	1,536,500	1,713,600	1,761,300
Landscaping District Fund	4,269,051	4,186,400	4,346,700	4,434,400
Stormwater Fund	445,668	672,100	493,600	494,600
Street Improvement Funds	17,916,155	5,359,800	3,964,000	11,756,000
CDBG Fund	472,101	567,950	574,017	574,017
City Housing Fund	2,475,181	561,100	666,000	666,000
Total Special Revenue Funds	33,510,951	19,055,491	18,212,518	26,303,818
Capital / Debt Service Funds:				
Capital Projects Funds	1,146,294	431,700	911,900	849,700
Debt Service Fund - PFA**	2,878	-	2,000	2,000
Total Capital / Debt Service Funds	1,149,172	431,700	913,900	851,700
Total	$ 167,369,328	156,818,339	160,999,396	169,266,389
Internal Service Funds	$ 1,075,329	1,236,000	1,336,000	1,336,000

** PFA - Public Financing Authority

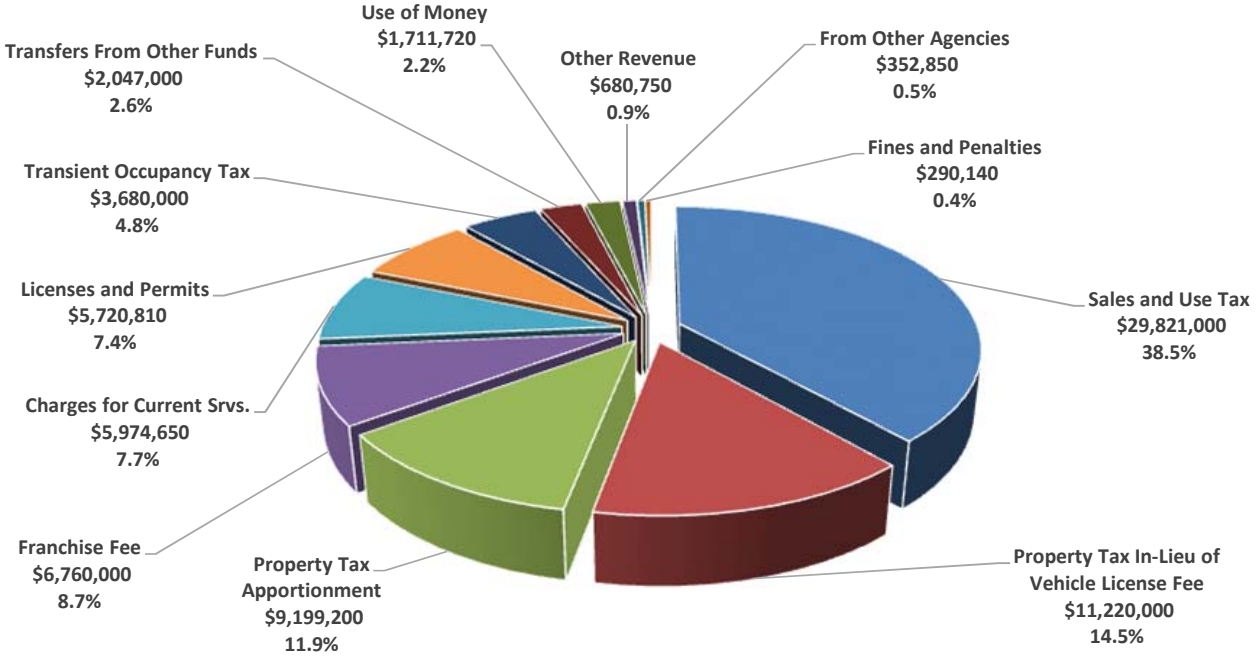
BUDGET SUMMARY

GENERAL FUND
SCHEDULE OF REVENUE

FY 2015-2016



FY 2016-2017



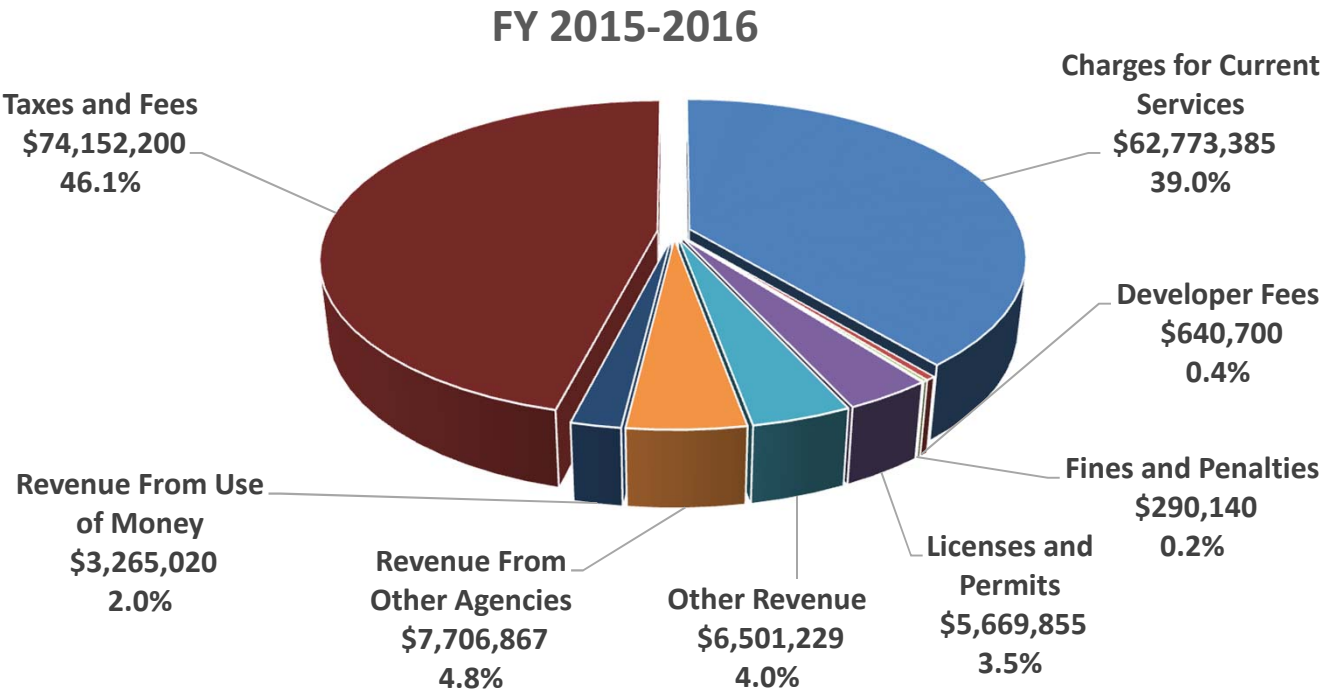
BUDGET SUMMARY

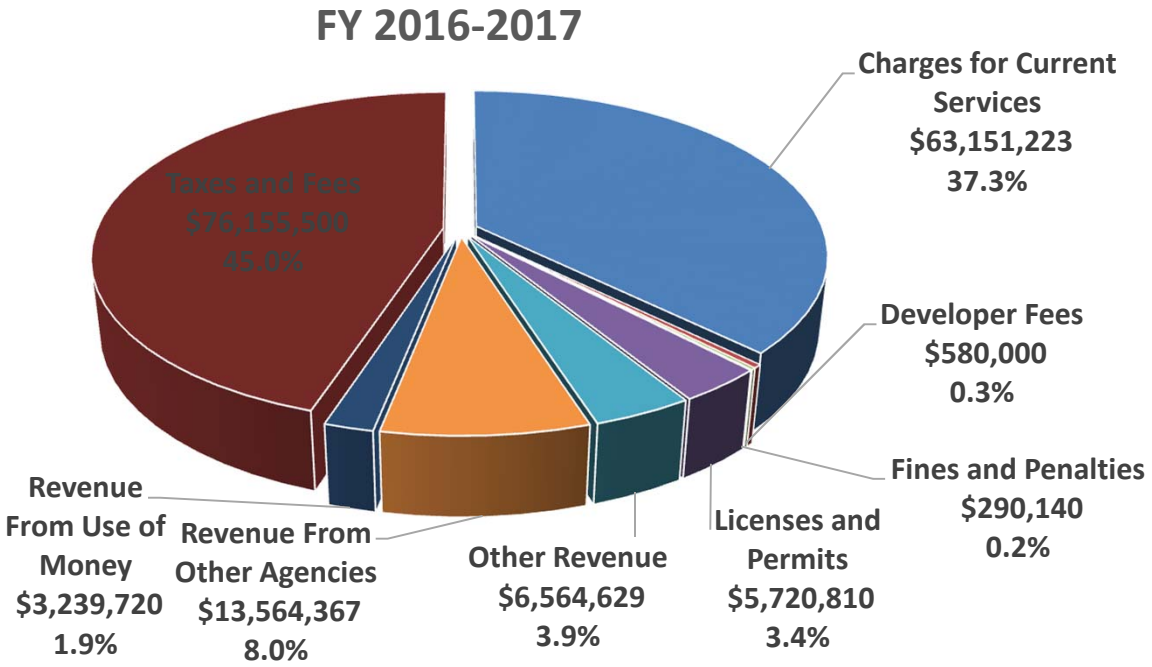
ALL FUNDS
REVENUE BY CATEGORY

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
General Fund:				
Taxes and Fees	$ 55,033,847	54,437,861	59,002,200	60,750,200
Licenses and Permits	5,858,996	4,521,260	5,669,855	5,720,810
Fines and Penalties	317,478	315,100	290,140	290,140
Revenue From Use of Money	1,564,757	1,463,999	1,705,520	1,711,720
Charges for Current Services	5,740,444	5,852,518	5,874,250	5,974,650
Revenue From Other Agencies	377,116	551,090	612,850	302,850
Reimbursements	1,713,027	332,950	453,350	493,350
Other Revenue	143,056	61,000	167,400	167,400
Total General Fund	70,748,721	67,535,778	73,775,565	75,411,120
Enterprise Funds:				
Charges for Services	52,534,700	59,826,888	56,160,535	56,436,973
Revenue From Use of Money	1,136,012	832,935	822,500	792,500
Revenue From Other Agencies	3,395,471	3,667,847	5,599,000	3,919,500
Other Revenue	4,894,301	5,467,700	5,515,378	5,550,778
Total Enterprise Funds	61,960,484	69,795,370	68,097,413	66,699,751
Special Revenue Funds:				
Taxes	17,524,740	14,305,840	15,150,000	15,405,300
Charges for Services	692,137	935,100	738,600	739,600
Revenue From Use of Money	501,060	474,200	476,300	476,300
Revenue From Other Agencies	12,613,560	3,132,750	1,495,017	9,342,017
Other Revenue	2,179,454	207,601	352,601	340,601
Total Special Revenue Funds	33,510,951	19,055,491	18,212,518	26,303,818
Capital / Debt Service Funds:				
Developer Fees	901,350	265,800	640,700	580,000
Revenue From Use of Money	208,878	156,900	260,700	259,200
Other Revenue	38,944	9,000	12,500	12,500
Total Capital / Debt Service Fund	1,149,172	431,700	913,900	851,700
Sub-Total	167,369,328	156,818,339	160,999,396	169,266,389
Total	$ 167,369,328	156,818,339	160,999,396	169,266,389
Internal Service Funds	$ 1,075,329	1,236,000	1,336,000	1,336,000

BUDGET SUMMARY

ALL FUNDS
REVENUE BY CATEGORY





BUDGET SUMMARY

ALL FUNDS
ALLOCATION DETAIL

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 30,666,603	31,986,179	34,062,288	34,856,836
Fringe Benefits	13,433,094	16,213,477	14,836,308	16,084,734
Maintenance and Operations:				
Supplies and Equipment	8,113,671	9,753,055	10,072,025	9,478,425
Repairs and Maintenance	1,990,967	2,215,077	3,372,122	3,511,117
Professional/Contractual Services	24,938,956	44,428,348	29,456,380	29,421,016
Police Contract Services	25,996,574	27,415,900	28,019,900	29,053,900
Utilities	21,826,556	21,712,543	20,705,350	21,568,620
Insurance and Claims	1,669,276	1,593,106	1,667,350	1,728,300
Equipment/Building Rental	719,030	891,786	950,641	945,028
Training and Memberships	543,756	747,546	788,925	785,320
Asset Replacement Funding	1,486,313	1,552,183	1,326,058	1,468,578
Total Maintenance and Operations	87,285,099	110,309,544	96,358,751	97,960,304
Charge Backs	(4,093,862)	(4,384,204)	(5,580,338)	(5,717,659)
Capital Outlay:				
Capital Outlay	2,057,864	5,684,056	2,613,301	1,135,525
Use of Asset Replacement	(1,545,462)	(2,609,390)	(2,593,301)	(1,113,525)
Total Capital Outlay	512,402	3,074,666	20,000	22,000
Capital Improvements	25,912,890	74,249,151	20,572,606	28,192,694
Maintenance Improvements	-	-	2,995,000	8,015,000
Debt Service	4,820,627	4,890,294	4,890,394	4,887,694
Transfers to Other Funds	5,376,227	5,738,388	6,262,643	5,833,787
Total Program Allocations	$ 163,913,080	242,077,495	174,417,652	190,135,390

BUDGET SUMMARY

ALL FUNDS
ALLOCATION BY FUND

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
General Fund	$ 65,317,617	87,826,626	73,054,574	71,977,866
Enterprise Funds:				
Water Fund	24,259,740	30,864,405	28,620,758	28,680,524
Wastewater Fund	18,762,489	35,527,209	22,300,804	22,451,421
Solid Waste Fund	2,771,825	2,256,782	1,676,718	1,703,923
Transportation Fund	5,478,265	11,952,072	11,669,418	14,239,078
Theatres Fund	3,820,347	4,127,026	4,002,245	4,243,953
Los Robles Greens Golf Course Fund	4,547,730	5,908,341	5,153,694	5,027,394
Total Enterprise Funds	59,640,396	90,635,835	73,423,637	76,346,293
Special Revenue Funds:				
Library Fund	8,089,435	8,267,859	8,522,696	8,311,216
Lighting District Fund	2,054,430	2,515,318	1,949,839	2,042,847
Landscaping District Fund	4,740,514	6,617,128	5,154,283	6,501,042
Stormwater Fund	632,045	1,041,519	1,001,909	933,325
Street Improvement Funds	11,222,622	16,274,730	940,000	13,381,000
CDBG Fund*	472,101	691,522	574,017	574,017
City Housing Fund	2,528,364	448,600	571,054	580,003
Total Special Revenue Funds	29,739,511	35,856,676	18,713,798	32,323,450
Capital / Debt Service Funds:				
Capital Projects Funds	2,682,617	20,859,570	1,805,000	2,499,194
Debt Service Fund - PFA**	1,156,712	1,160,400	1,158,000	1,154,800
Total Capital / Debt Service Funds	3,839,329	22,019,970	2,963,000	3,653,994
Total	$ 158,536,853	236,339,107	168,155,009	184,301,603
Internal Service Funds	$ 4,957,455	1,303,128	1,336,000	1,336,000

* Community Development Block Grant

** PFA - Public Financing Authority

BUDGET SUMMARY

ALL FUNDS
ALLOCATION BY DEPARTMENT / PROGRAM

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
General Fund:				
City Council	$ 223,708	287,773	199,263	199,683
City Manager	2,994,281	3,109,628	3,276,613	3,252,352
Human Resources	1,684,820	2,364,504	2,987,374	3,089,318
City Attorney	1,877,011	1,638,717	1,137,747	1,177,423
City Clerk	914,624	1,384,686	1,138,704	1,174,335
Finance	10,666,901	23,775,283	10,841,657	11,013,295
Police	26,411,708	28,056,666	28,599,752	29,649,452
Community Development	6,771,084	7,814,365	8,279,511	7,931,291
Cultural Affairs	266,898	319,138	309,928	318,315
Community Services	848,876	976,365	960,119	1,012,227
Public Works	12,657,706	18,099,501	15,323,906	13,160,175
Total General Fund	65,317,617	87,826,626	73,054,574	71,977,866
Enterprise Funds:				
Water Fund:				
Administration	255,029	285,579	16,216,267	17,068,001
Business Management	17,353,380	17,236,611	-	-
Capital/Development Engineering Services	1,032,159	1,217,079	3,072,365	3,209,506
Municipal Service Center	491,097	440,822	372,035	388,195
Conservation	13,973	18,972	126,020	127,101
Storage and Distribution	2,499,637	3,120,038	3,158,461	3,244,132
Groundwater	37,880	50,522	53,866	55,672
Quality Assurance	162,821	208,719	192,562	194,482
Capital Programs	2,413,764	8,286,063	5,429,182	4,393,435
Total Water Fund	24,259,740	30,864,405	28,620,758	28,680,524
Wastewater Fund:				
Administration	253,074	276,161	5,916,708	6,031,615
Business Management	5,778,317	5,919,330	-	-
Capital/Development Engineering Services	1,125,334	1,293,622	1,274,321	1,319,700
Municipal Service Center	321,387	393,026	323,222	337,243
Wastewater Lines	1,691,172	1,769,158	1,887,064	1,906,671

* - Community Development Block Grant

BUDGET SUMMARY

ALL FUNDS
ALLOCATION BY DEPARTMENT / PROGRAM

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Industrial Waste Inspection	335,899	413,114	384,235	399,297
Hill Canyon Treatment Plant	6,502,414	9,067,670	8,326,721	8,367,104
Capital Projects	2,754,892	16,395,128	4,188,533	4,089,791
Total Wastewater Fund	18,762,489	35,527,209	22,300,804	22,451,421
Solid Waste Fund:				
Administration	1,336,014	146,363	254,052	260,619
Business Management	289,243	292,420	-	-
Recycling	664,452	831,370	720,018	771,526
Household Hazardous Waste	478,516	986,629	657,648	626,778
Community Enhancement	3,600	-	45,000	45,000
Total Solid Waste Fund	2,771,825	2,256,782	1,676,718	1,703,923
Transportation Fund:				
Bus, Local	2,498,761	7,179,832	6,455,530	8,620,842
Dial-A-Ride	2,241,758	2,745,054	2,748,788	2,944,136
Other Transportation Services	737,746	2,027,186	1,847,600	2,012,600
East County Transit Alliance (ECTA)	-	-	617,500	661,500
Total Transportation Fund	5,478,265	11,952,072	11,669,418	14,239,078
Theatres Fund:				
Kavli Center	2,883,499	3,057,066	3,057,749	3,269,902
Scherr Forum Theatre	936,848	1,069,960	944,496	974,051
Total Theatres Fund	3,820,347	4,127,026	4,002,245	4,243,953
Los Robles Greens Golf Course Fund	4,547,730	5,908,341	5,153,694	5,027,394
Total Enterprise Funds	59,640,396	90,635,835	73,423,637	76,346,293
Special Revenue Funds:				
Library Fund:				
Administration	1,315,427	1,264,418	2,321,043	2,237,653
Reference Services	409,765	399,846	542,048	544,948
Children's and Young Adult Services	295,457	438,306	353,056	355,283
Special Collections	215,507	250,164	231,201	229,960
Circulation	1,045,346	1,165,626	1,062,207	1,104,139
Collection Development	1,181,506	1,171,387	1,319,498	1,356,343
Technical Services	758,118	783,494	733,775	782,542
Maintenance	778,711	1,216,813	-	-
Information Systems	481,572	612,433	784,605	778,818

* - Community Development Block Grant

BUDGET SUMMARY

ALL FUNDS
ALLOCATION BY DEPARTMENT / PROGRAM

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Newbury Park Branch	1,608,026	965,372	1,175,263	921,530
Total Library Fund	8,089,435	8,267,859	8,522,696	8,311,216
Total Lighting District Fund	2,054,430	2,515,318	1,949,839	2,042,847
Total Landscaping District Fund	4,740,514	6,617,128	5,154,283	6,501,042
Total Stormwater Funds	632,045	1,041,519	1,001,909	933,325
Total Street Improvement Funds	11,222,622	16,274,730	940,000	13,381,000
Total CDBG Fund *	472,101	691,522	574,017	574,017
Total City Housing Funds	2,528,364	448,600	571,054	580,003
Total Special Revenue Funds	29,739,511	35,856,676	18,713,798	32,323,450
Total Capital Project Funds	2,682,617	20,859,570	1,805,000	2,499,194
Total Debt Service Fund (PFA)	1,156,712	1,160,400	1,158,000	1,154,800
Sub-Total	$ 158,536,853	236,339,107	168,155,009	184,301,603
Total	$ 158,536,853	236,339,107	168,155,009	184,301,603
Internal Service Funds				
Liability Insurance	$ 3,950,866	764,128	797,000	797,000
Workers' Compensation	961,789	480,000	480,000	480,000
Vision	44,800	59,000	59,000	59,000
Total Internal Service Funds	$ 4,957,455	1,303,128	1,336,000	1,336,000

* - Community Development Block Grant

BUDGET SUMMARY

ALL FUNDS
INTERFUND TRANSFERS

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Transfers From Other Funds				
General Fund From:				
Gas Tax Fund	$ 978,298	912,000	1,047,000	1,020,000
Traffic Safety Fund	708,567	812,000	777,000	777,000
Public Facilities/Capital Funds	284,526	213,000	250,000	250,000
Total General Fund	1,971,391	1,937,000	2,074,000	2,047,000
Library Fund from General Fund	1,762,624	1,833,515	2,068,095	1,693,715
Lighting Fund from Capital Projects Fund	194,039	219,000	190,000	190,000
Transportation Fund from Capital Projects Fund	-	140,000	-	-
Capital Projects Fund from Capital Projects Fund	177,659	20,000	20,000	20,000
Stormwater / Flood Control from General Fund	16,830	228,473	508,309	438,725
CROSEF from LRGGC Fund	-	100,000	100,000	100,000
CROSEF from General Fund	100,000	100,000	100,000	100,000
PFA Fund from General Fund	1,153,685	1,160,400	1,156,000	1,152,800
Lighting Fund from General Fund	-	-	46,239	91,547
Total Transfers From Other Funds	$ 5,376,228	5,738,388	6,262,643	5,833,787
Transfer To Other Funds				
General Fund To:				
Library Fund	$ 1,762,624	1,833,515	2,068,095	1,693,715
CROSEF	100,000	100,000	100,000	100,000
Stormwater / Flood Control	16,830	228,473	508,309	438,725
PFA Fund	1,153,685	1,160,400	1,156,000	1,152,800
Lighting Fund	-	-	46,239	91,547
Total General Fund	3,033,139	3,322,388	3,878,643	3,476,787
Gas Tax Fund to General Fund	978,298	912,000	1,047,000	1,020,000
Traffic Safety Fund to General Fund	708,567	812,000	777,000	777,000
Public Facilities/Capital Funds to General Fund	284,526	213,000	250,000	250,000
Capital Projects Funds to Lighting & Landscaping Fund	194,039	219,000	190,000	190,000
Capital Projects Funds to Transportation Fund	-	140,000	-	-
Capital Projects Fund to Capital Projects Fund	177,659	20,000	20,000	20,000
LRGGC Fund to CROSEF	-	100,000	100,000	100,000
Total Transfers To Other Funds	$ 5,376,228	5,738,388	6,262,643	5,833,787

CROSEF - Community Recreation and Open Space Endowment Fund
LRGGC - Los Robles Greens Golf Course
PFA - Public Financing Authority

GENERAL FUND SUMMARY

BUDGET SUMMARY

GENERAL FUND
OPERATIONAL SUMMARY

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Amount Available for Allocation				
Current Revenues	$ 70,748,721	67,535,778	73,775,565	75,411,120
Transfers From Other Funds	1,971,391	1,937,000	2,074,000	2,047,000
Reserve Account*	-	21,676,236	1,083,652	-
Total Available for Allocation	$ 72,720,112	91,149,014	76,933,217	77,458,120
Estimated Requirements				
Operating Requirements:				
Salaries	$ 17,486,592	18,323,471	20,263,102	20,771,219
Fringe Benefits	7,972,888	9,636,251	8,966,433	9,705,709
Maintenance and Operations:				
Supplies and Equipment	3,973,240	4,292,924	4,714,375	4,316,075
Repairs and Maintenance	1,343,174	1,545,836	1,708,582	1,759,654
Professional/Contractual Services	4,268,787	9,925,042	6,170,660	5,476,275
Police Contract Services	25,996,574	27,415,900	28,019,900	29,053,900
Utilities	1,272,889	1,288,240	1,626,750	1,654,100
Insurance and Claims	1,395,929	1,158,500	1,238,350	1,288,100
Equipment/Building Rental	632,238	794,296	868,291	862,678
Training and Memberships	349,061	459,740	505,390	501,785
Asset Replacement Funding	856,276	997,832	844,481	939,781
Total Maintenance and Operations	40,088,168	47,878,310	45,696,779	45,852,348
Charge Backs	(5,377,460)	(5,393,600)	(6,881,740)	(7,041,410)
Capital Outlay:				
Capital Outlay	1,070,857	2,289,824	1,923,688	1,021,793
Use of Asset Replacement	(972,573)	(2,166,596)	(1,923,688)	(1,021,793)
Total Capital Outlay	98,284	123,228	-	-
Total Operating Requirements	60,268,472	70,567,660	68,044,574	69,287,866
Capital Improvements*	5,049,145	17,258,966	4,450,000	2,090,000
Maintenance Improvements*	-	-	560,000	600,000
Transfers to Other Funds	3,033,139	3,322,388	3,878,643	3,476,787
Reserve Account	4,369,356	-	-	2,003,467
Total Estimated Requirements	$ 72,720,112	91,149,014	76,933,217	77,458,120

* Use of General Fund reserves for capital improvements.

BUDGET SUMMARY

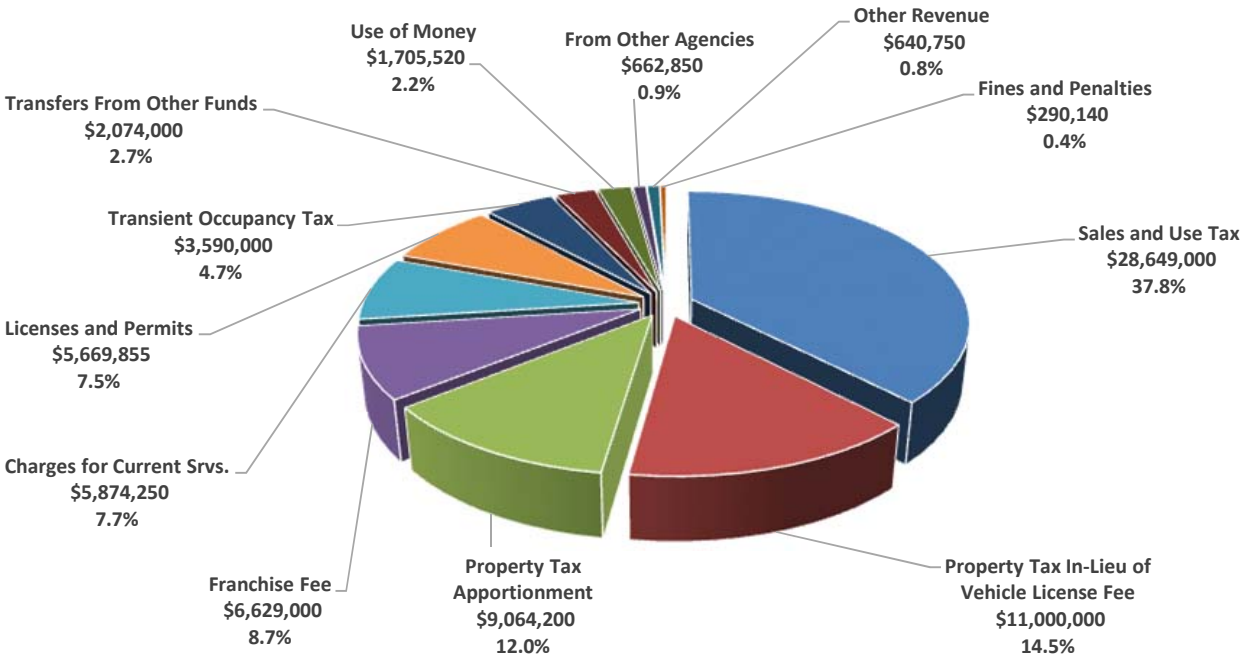
GENERAL FUND
SCHEDULE OF REVENUE

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
General Fund Revenue and Transfers				
Taxes and Fees:				
Property Tax Apportionment	$ 7,602,583	6,961,553	8,214,200	8,349,200
Property Tax In-Lieu of Vehicle License Fee	10,090,869	10,178,564	11,000,000	11,220,000
Sales and Use Tax	26,294,070	27,500,000	28,649,000	29,821,000
Transient Occupancy Tax	3,528,776	3,061,000	3,590,000	3,680,000
Franchise Fee	6,649,679	6,096,744	6,629,000	6,760,000
Property Transfer Tax	850,572	640,000	850,000	850,000
Other Taxes	17,298	-	20,000	20,000
Total Taxes and Fees	55,033,847	54,437,861	58,952,200	60,700,200
Licenses and Permits:				
Business Licenses	2,024,048	1,976,980	2,075,500	2,078,500
Building Permits/Inspections	2,924,627	2,194,200	2,912,505	2,956,960
Public Works Permits/Inspections	895,053	338,380	670,050	673,050
Other Departments	15,268	11,700	11,800	12,300
Total Licenses and Permits	5,858,996	4,521,260	5,669,855	5,720,810
Fines and Penalties:				
Parking Citations	221,850	221,500	201,500	201,500
Other Court Fees	95,628	93,600	88,640	88,640
Total Fines and Penalties	317,478	315,100	290,140	290,140
Revenue From Use of Money:				
Interest Income	801,238	708,000	910,000	910,000
Rental of City Facilities	763,519	755,999	795,520	801,720
Total From Use of Money	1,564,757	1,463,999	1,705,520	1,711,720
Charges for Current Services:				
Public Works Department	93,596	145,995	156,300	156,300
Planning Department	692,522	660,200	640,500	610,400
Building Record Fee	144,333	100,000	133,000	135,000
Law Enforcement	385,985	395,000	405,000	405,000
Services to Enterprise Funds	4,171,374	4,325,948	4,288,400	4,416,900
Other Charges	252,634	225,375	251,050	251,050
Total Charges for Current Srvs.	5,740,444	5,852,518	5,874,250	5,974,650
Revenue From Other Agencies:				
Vehicle License Fee	-	-	50,000	50,000
State Mandates/Other State Rev.	59,718	10,000	46,650	46,650
Supplemental Police Grants	281,997	211,240	218,200	218,200
Other Grants	35,401	329,850	348,000	38,000
Total From Other Agencies	377,116	551,090	662,850	352,850
Reimbursements	1,713,027	332,950	453,350	493,350
Other Revenue	143,056	61,000	167,400	167,400
Total Revenue	70,748,721	67,535,778	73,775,565	75,411,120
Transfers From Other Funds	1,971,391	1,937,000	2,074,000	2,047,000
Total Revenue and Transfers	$ 72,720,112	69,472,778	75,849,565	77,458,120

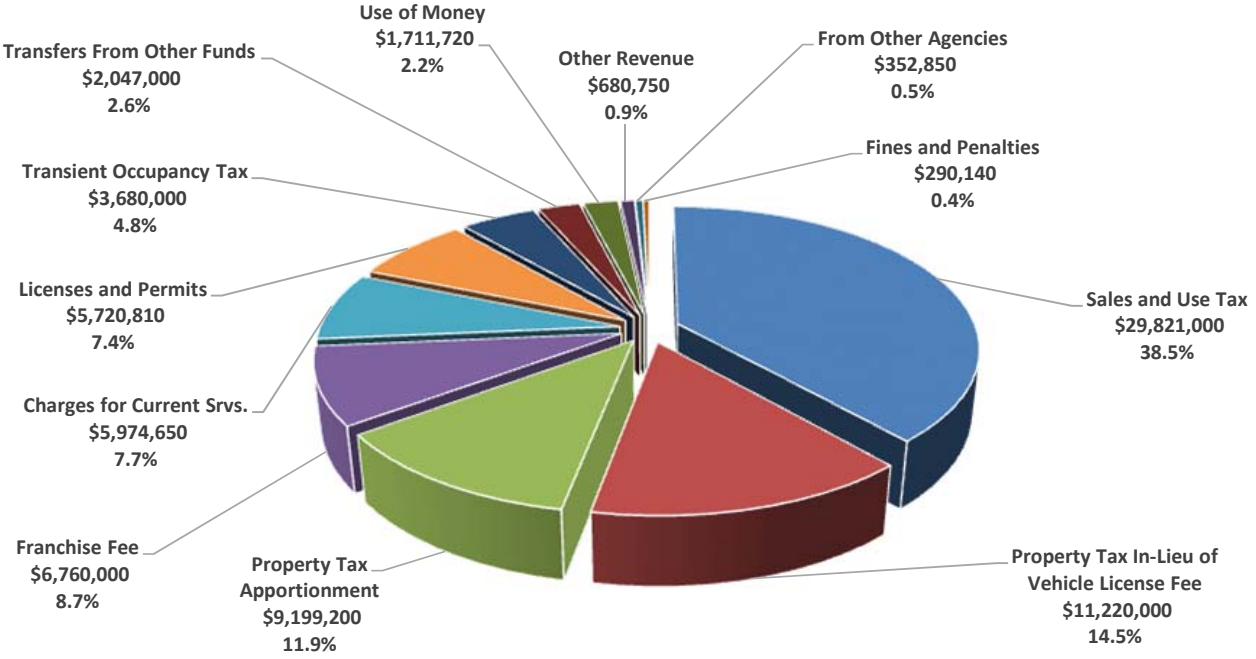
BUDGET SUMMARY

GENERAL FUND
SCHEDULE OF REVENUE

FY 2015-2016



FY 2016-2017



BUDGET SUMMARY

GENERAL FUND
ALLOCATION SUMMARY

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 17,486,592	18,323,471	20,263,102	20,771,219
Fringe Benefits	7,972,888	9,636,251	8,966,433	9,705,709
Maintenance and Operations:				
Supplies and Equipment	3,973,240	4,292,924	4,714,375	4,316,075
Repairs and Maintenance	1,343,174	1,545,836	1,708,582	1,759,654
Professional/Contractual Services	4,268,787	9,925,042	6,170,660	5,476,275
Police Contract Services	25,996,574	27,415,900	28,019,900	29,053,900
Utilities	1,272,889	1,288,240	1,626,750	1,654,100
Insurance and Claims	1,395,929	1,158,500	1,238,350	1,288,100
Equipment/Building Rental	632,238	794,296	868,291	862,678
Training and Memberships	349,061	459,740	505,390	501,785
Asset Replacement Funding	856,276	997,832	844,481	939,781
Total Maintenance and Operations	40,088,168	47,878,310	45,696,779	45,852,348
Charge Backs	(5,377,460)	(5,393,600)	(6,881,740)	(7,041,410)
Capital Outlay:				
Capital Outlay	1,070,857	2,289,824	1,923,688	1,021,793
Use of Asset Replacement	(972,573)	(2,166,596)	(1,923,688)	(1,021,793)
Total Capital Outlay	98,284	123,228	-	-
Capital Improvements	5,049,145	17,258,966	4,450,000	2,090,000
Maintenance Improvements	-	-	560,000	600,000
Transfers to Other Funds	3,033,139	3,322,388	3,878,643	3,476,787
Total Program Allocations	$ 68,350,756	91,149,014	76,933,217	75,454,653

BUDGET SUMMARY

GENERAL FUND
OPERATING ALLOCATION BUDGET - ADOPTED 2015-2016

	Salaries\ Fringe Benefits	Maint.\ Operations	Charge Backs	Capital Outlay	Total
City Council	$ 186,763	65,700	(53,200)	-	199,263
City Manager:					
Administration	1,080,603	56,360	(35,500)	-	1,101,463
Economic Development	233,296	272,960	-	-	506,256
Public Information / Special Services	327,595	71,500	-	-	399,095
Intergovernmental Relations	261,320	561,700	-	-	823,020
TOTV / Cable	392,479	54,300	-	-	446,779
Total City Manager	2,295,293	1,016,820	(35,500)	-	3,276,613
Human Resources:					
Administration	649,984	320,950	(32,400)	-	938,534
Risk Management	447,788	1,281,950	-	-	1,729,738
Volunteers/Crossing Guards	311,452	7,650	-	-	319,102
Total Human Resources	1,409,224	1,610,550	(32,400)	-	2,987,374
City Attorney:					
Administration	762,887	66,205	(66,700)	-	762,392
Code Compliance	102,095	-	-	-	102,095
Land Use/Housing	273,260	-	-	-	273,260
Total City Attorney	1,138,242	66,205	(66,700)	-	1,137,747
City Clerk:					
Administration	557,977	133,050	(40,900)	-	650,127
Records Management	345,227	143,350	-	-	488,577
Total City Clerk	903,204	276,400	(40,900)	-	1,138,704
Finance:					
Administration	1,420,037	299,375	(57,500)	-	1,661,912
Accounting	1,309,511	151,415	(397,796)	-	1,063,130
Treasury & Debt Service Administration	108,024	203,400	(8,800)	-	302,624
Public Services / Revenue Collection Srvs.	998,166	331,755	(6,800)	-	1,323,121
Information Technology	1,575,618	1,347,441	(83,200)	-	2,839,859
General Services	189,186	405,133	(74,500)	-	519,819
Facility Maintenance	1,205,482	3,487,299	(1,781,589)	-	2,911,192
Total Finance	6,806,024	6,225,818	(2,410,185)	-	10,621,657

(Continued ...)

BUDGET SUMMARY

GENERAL FUND
OPERATING ALLOCATION BUDGET - ADOPTED 2015-2016

	Salaries\ Fringe Benefits	Maint.\ Operations	Charge Backs	Capital Outlay	Total
					(Continued ...)
Police:					
Administration	-	1,379,502	-	-	1,379,502
Patrol Srvs., Special Enforcement Unit and Directed Enforcement Team (Bike Patrol)	-	14,741,450	-	-	14,741,450
Traffic Services	-	3,352,250	-	-	3,352,250
Investigation Services	-	5,213,850	-	-	5,213,850
Intelligence Led Policing (Crime Prevention)	-	1,966,450	-	-	1,966,450
Vehicle Services	-	1,464,200	-	-	1,464,200
Court Services	-	77,050	-	-	77,050
Special Events and Overtime Srvs.	-	388,750	-	-	388,750
Disaster Assistance Response Team (DART)	-	16,250	-	-	16,250
Total Police	-	28,599,752	-	-	28,599,752
Community Development:					
Administration	337,859	364,790	-	-	702,649
Animal Control Services	19,015	275,800	-	-	294,815
Planning Commission	90,868	13,840	-	-	104,708
Development Services	1,097,309	91,340	-	-	1,188,649
Public Services	1,086,759	22,155	-	-	1,108,914
COSCA	261,279	330,240	-	-	591,519
Environmental Services	167,853	4,975	-	-	172,828
General Planning	264,743	28,315	-	-	293,058
Building Services	2,561,669	291,303	-	-	2,852,972
Code Compliance	679,692	26,905	-	-	706,597
Community Development Block Grant	106,380	81,425	(85,003)	-	102,802
General Fund Redevelopment Agency	206,254	-	(206,254)	-	-
Total Community Development	6,879,680	1,531,088	(291,257)	-	8,119,511
Cultural Affairs:					
Art Services / Special Projects	265,428	44,500	-	-	309,928
Senior Services	70,446	305,121	-	-	375,567
Teen Services	70,446	514,106	-	-	584,552
Total Community & Cultural Services	406,320	863,727	-	-	1,270,047
					(Continued ...)

BUDGET SUMMARY

GENERAL FUND
OPERATING ALLOCATION BUDGET - ADOPTED 2015-2016

	Salaries\ Fringe Benefits	Maint.\ Operations	Charge Backs	Capital Outlay	Total
					(Continued ...)
Public Works:					
Administration	582,376	152,367	-	-	734,743
Emergency Preparedness	59,606	42,150	-	-	101,756
Capital Engineering Services	1,101,064	54,900	-	-	1,155,964
Development Engineering Services	395,281	109,500	-	-	504,781
Traffic Engineering Services	1,094,463	260,631	-	-	1,355,094
Traffic and Transportation Advisory Commission	72,039	3,200	-	-	75,239
Fleet Services	1,223,902	1,782,695	(3,006,550)	-	47
Roads	2,659,580	1,125,989	(40,000)	-	3,745,569
Street Trees / Landscape	1,513,949	1,397,408	(861,896)	-	2,049,461
Municipal Service Center	435,479	281,627	(43,152)	-	673,954
Storm Drain Maintenance	67,046	230,252	-	-	297,298
Total Public Works	9,204,785	5,440,719	(3,951,598)	-	10,693,906
Total General Fund	$ 29,229,535	45,696,779	(6,881,740)	-	68,044,574

BUDGET SUMMARY

GENERAL FUND
OPERATING ALLOCATION BUDGET - ADOPTED 2016-2017

	Salaries\ Fringe Benefits	Maint.\ Operations	Charge Backs	Capital Outlay	Total
City Council	$ 188,783	65,700	(54,800)	-	199,683
City Manager:					
Administration	1,112,651	56,360	(36,600)	-	1,132,411
Economic Development	261,140	150,360	-	-	411,500
Public Information / Special Services	335,857	71,500	-	-	407,357
Intergovernmental Relations	271,330	561,700	-	-	833,030
TOTV / Cable	413,754	54,300	-	-	468,054
Total City Manager	2,394,732	894,220	(36,600)	-	3,252,352
Human Resources:					
Administration	677,705	321,950	(33,400)	-	966,255
Risk Management	470,177	1,331,700	-	-	1,801,877
Volunteers/Crossing Guards	313,536	7,650	-	-	321,186
Total Human Resources	1,461,418	1,661,300	(33,400)	-	3,089,318
City Attorney:					
Administration	790,387	65,850	(68,700)	-	787,537
Code Compliance	105,888	-	-	-	105,888
Land Use/Housing	283,998	-	-	-	283,998
Total City Attorney	1,180,273	65,850	(68,700)	-	1,177,423
City Clerk:					
Administration	577,228	146,650	(42,100)	-	681,778
Records Management	357,007	135,550	-	-	492,557
Total City Clerk	934,235	282,200	(42,100)	-	1,174,335
Finance:					
Administration	1,472,912	296,775	(59,200)	-	1,710,487
Accounting	1,377,172	142,115	(412,087)	-	1,107,200
Treasury & Debt Service Administration	115,315	121,400	(9,000)	-	227,715
Public Services / Revenue Collection Srvs.	1,042,156	315,955	(7,000)	-	1,351,111
Information Technology	1,632,211	1,102,875	(85,900)	-	2,649,186
General Services	200,351	405,283	(74,700)	-	530,934
Facility Maintenance	1,271,191	3,528,990	(1,853,519)	-	2,946,662
Total Finance	7,111,308	5,913,393	(2,501,406)	-	10,523,295

(Continued ...)

BUDGET SUMMARY

GENERAL FUND
OPERATING ALLOCATION BUDGET - ADOPTED 2016-2017

	Salaries\ Fringe Benefits	Maint.\ Operations	Charge Backs	Capital Outlay	Total
					(Continued ...)
Police:					
Administration	-	1,430,602	-	-	1,430,602
Patrol Srvs., Special Enforcement Unit and Directed Enforcement Team (Bike Patrol)	-	15,183,500	-	-	15,183,500
Traffic Services	-	3,452,850	-	-	3,452,850
Investigation Services	-	5,370,300	-	-	5,370,300
Intelligence Led Policing (Crime Prevention)	-	2,025,450	-	-	2,025,450
Vehicle Services	-	1,695,700	-	-	1,695,700
Court Services	-	79,350	-	-	79,350
Special Events and Overtime Srvs.	-	400,450	-	-	400,450
Disaster Assistance Response Team (DART)	-	11,250	-	-	11,250
Total Police	-	29,649,452	-	-	29,649,452
Community Development:					
Administration	358,249	43,790	-	-	402,039
Animal Control Services	19,857	215,300	-	-	235,157
Planning Commission	93,155	13,840	-	-	106,995
Development Services	1,158,150	91,340	-	-	1,249,490
Public Services	1,129,178	22,155	-	-	1,151,333
COSCA	263,313	300,240	-	-	563,553
Environmental Services	174,652	4,975	-	-	179,627
General Planning	274,747	53,515	-	-	328,262
Building Services	2,682,782	111,802	-	-	2,794,584
Code Compliance	712,245	27,505	-	-	739,750
Community Development Block Grant	113,179	81,425	(84,103)	-	110,501
General Fund Redevelopment Agency	215,203	-	(215,203)	-	-
Total Community Development	7,194,710	965,887	(299,306)	-	7,861,291
Cultural Affairs:					
Art Services / Special Projects	272,915	45,400	-	-	318,315
Senior Services	73,364	335,057	-	-	408,421
Teen Services	73,364	530,442	-	-	603,806
Total Community & Cultural Services	419,643	910,899	-	-	1,330,542
					(Continued ...)

BUDGET SUMMARY

GENERAL FUND
OPERATING ALLOCATION BUDGET - ADOPTED 2016-2017

	Salaries\ Fringe Benefits	Maint.\ Operations	Charge Backs	Capital Outlay	Total
					(Continued ...)
Public Works:					
Administration	609,720	153,782	-	-	763,502
Emergency Preparedness	61,233	42,150	-	-	103,383
Capital Engineering Services	1,152,358	54,900	-	-	1,207,258
Development Engineering Services	409,051	109,500	-	-	518,551
Traffic Engineering Services	1,128,856	108,831	-	-	1,237,687
Traffic and Transportation Advisory Commission	74,924	3,200	-	-	78,124
Fleet Services	1,274,704	1,794,249	(3,060,050)	-	8,903
Roads	2,778,825	1,171,973	(40,000)	-	3,910,798
Street Trees / Landscape	1,574,519	1,478,755	(861,896)	-	2,191,378
Municipal Service Center	458,490	293,041	(43,152)	-	708,379
Storm Drain Maintenance	69,146	233,066	-	-	302,212
Total Public Works	9,591,826	5,443,447	(4,005,098)	-	11,030,175
Total General Fund	$ 30,476,928	45,852,348	(7,041,410)	-	69,287,866

GENERAL FUND

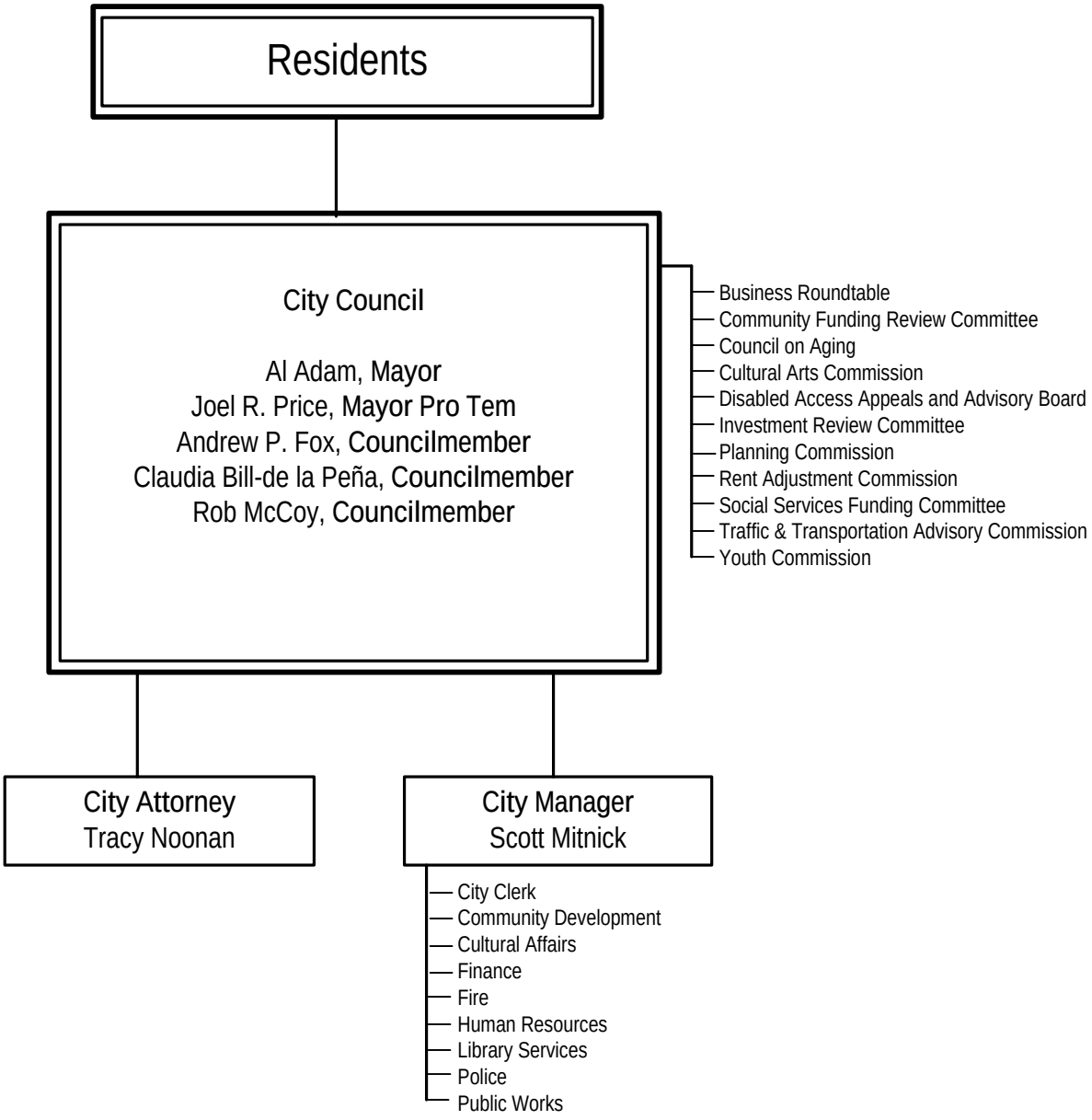
City Council
City Manager
Human Resources
City Attorney
City Clerk
Finance
Police
Community Development
Cultural Affairs
Community Services
Public Works

CITY COUNCIL

City Council generally acts as the legislative branch of the city government, as well as its policy-making body. City Council meets annually to discuss and adopt the City’s goals and top priorities, and is very active in the oversight of the City’s finances and financial strategic planning.

The City’s Municipal Code is the driving document behind what the Councilmembers can and can't do. This document outlines the scope of what the government does as a whole, including its rules and responsibilities to the City’s residents and business owners.

City of Thousand Oaks



CITY COUNCIL

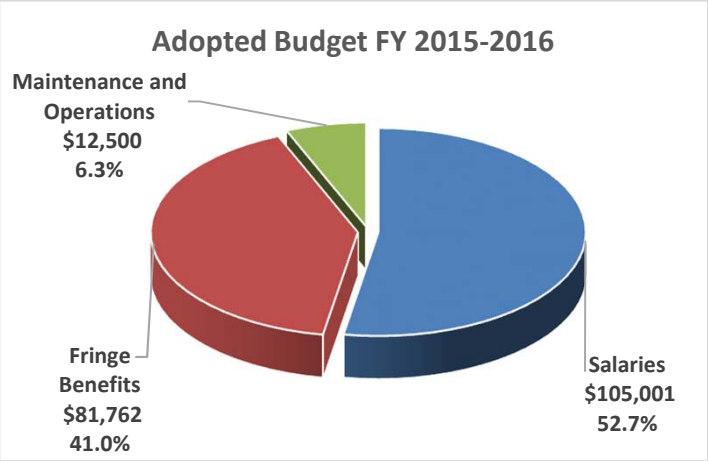
GENERAL FUND
CITY COUNCIL

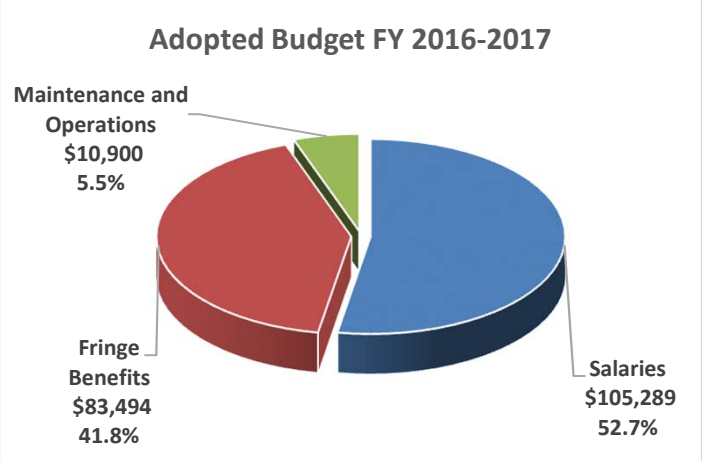
Program Description

This program is responsible for providing support to City Council in its efforts to formulate policy and provide leadership consistent with common community values and the goal of achieving and sustaining the highest possible quality of the City's long-term cultural, economic, environmental and social health, and vitality.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 105,289	105,001	105,001	105,289
Fringe Benefits	103,691	111,849	81,762	83,494
Maintenance and Operations:				
Supplies and Equipment	12,905	19,850	15,300	15,300
Professional/Contractual Services	4,724	26,576	12,000	12,000
Utilities	2,144	5,000	2,500	2,500
Equipment/Building Rental	4,808	6,500	3,300	3,300
Training and Memberships	29,011	36,700	32,600	32,600
Total Maintenance and Operations	53,592	94,626	65,700	65,700
Charge Backs	(38,864)	(23,703)	(53,200)	(54,800)
Total Program Allocations	$ 223,708	287,773	199,263	199,683

Budget Variance: No material budget variances.





TOTAL ALLOCATED POSITIONS: FY 2015-16 - 5.00; FY 2016-17 - 5.00

FUNDING SOURCE: This program is funded 100% by General Fund

CITY COUNCIL

GENERAL FUND
CITY COUNCIL
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide the citizens of Thousand Oaks with an exceptional quality of life, maintain the City's economic prosperity, deliver excellent public services, protect our community, and provide policy and legislative direction.

Goal(s)

- Achieve City Council Goals and Top Priorities for FY 2015-16 and FY 2016-17 as agreed during each annual City Council Goal-Setting Session.

Prior Budget Accomplishments

- Continued to make Public Safety one of its highest priorities, ranking in Top 10 as Safest City, consistent with population level (ongoing).
- Held City Council Goal Setting Workshops in FY 2013-14 and FY 2014-15 (March 2014 and March 2015).
- Reported accomplished goals for each fiscal year at Mayor's annual State of the City Address (December 2013 and December 2014).
- Adopted FY 2013-14 and FY 2014-15 Operating and Capital Improvement Budgets (June 2013) and adopted FY 2015-16 and FY 2016-17 Citywide Goals and FY 2015-16 Citywide Top Ten Priorities (March 2015).

Additional Accomplishments

- Provided FY 2013-14 Citywide Goals and Objectives One-Year Status Update Report (October 2014).
- Held 15 (three per each of five Councilmembers) Visioning 2064 meetings at various locations throughout the City (July, September, and October 2014).

Objective(s)

- Hold City Council Goal Setting Workshops in FY 2015-16 and FY 2016-17. (Citywide Goal A: Government Leadership)
- Report accomplished goals for each fiscal year at Mayor's annual State of the City Address. (Citywide Goal A: Government Leadership)
- Adopt FY 2015-16 and FY 2016-17 Operating and Capital Improvement Budgets and provide FY 2014-15 Citywide Goals & Objectives Status Update Report. (Citywide Goal B: Fiscally/Managerially Responsible)
- Hold at least one off-site City Council meeting each fiscal year. (Citywide Goal A: Government Leadership)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Number of City Council meetings held	24	22	25	22	22
Percentage of Citywide Goals and Objectives achieved	90%	90%	90%	90%	90%

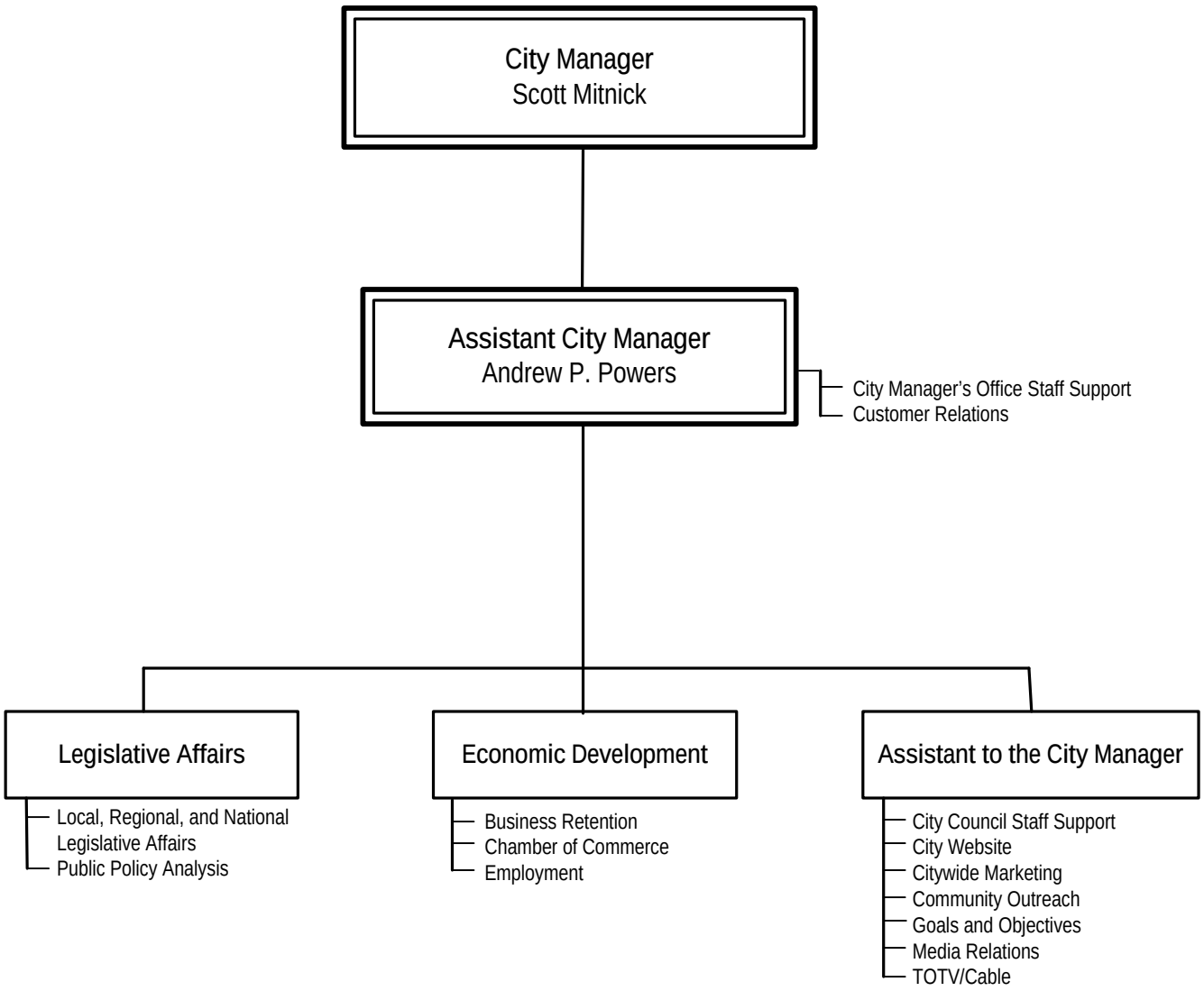
CITY MANAGER

The City Manager and staff manage the overall City administration and implementation of City Council policy.

Services Provided and Responsibilities include:

- Staff to City Council
- Citizen requests/referrals
- Public information
- Grant programs for arts, recreation, community events, sports facilities
- Assistance to City Council, Residents Roundtable, Business Roundtable, Community Funding Review Committee
- Special Presentations, Proclamations, Commendations, Certificates, Plaques
- Legislation
- Special Projects

City Manager



Total Employees:
FY 15-16: 14
FY 16-17: 14

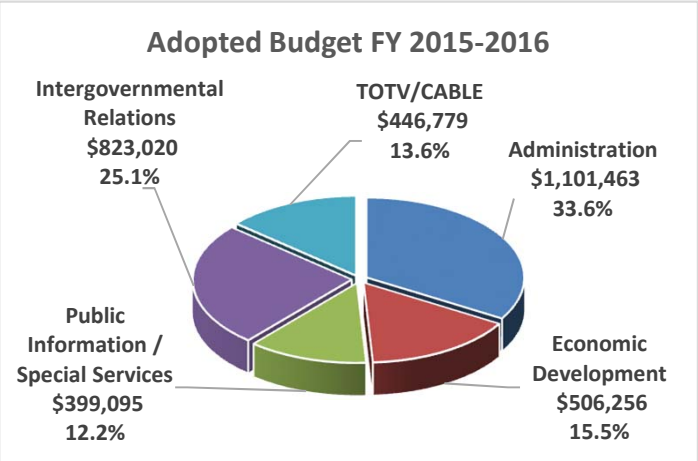
CITY MANAGER

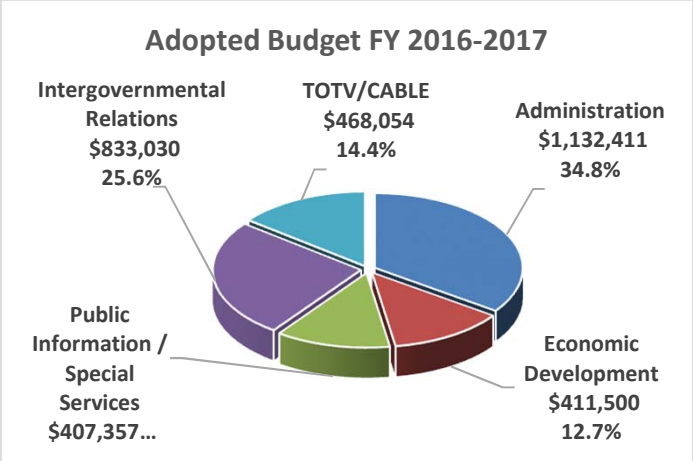
GENERAL FUND
PROGRAMS SUMMARY

City Manager's Office Mission Statement

To provide leadership in the administration of City Council policies, programs, services, and Citywide goals and objectives, and to maintain the quality of life for our residents and businesses, while sustaining the prosperity of the City.

		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocation Summary					
Administration	$	910,171	1,065,581	1,101,463	1,132,411
Economic Development		613,733	326,977	506,256	411,500
Public Information / Special Services		171,398	435,163	399,095	407,357
Intergovernmental Relations		755,033	838,104	823,020	833,030
TOTV/CABLE		543,946	443,803	446,779	468,054
Total	$	2,994,281	3,109,628	3,276,613	3,252,352

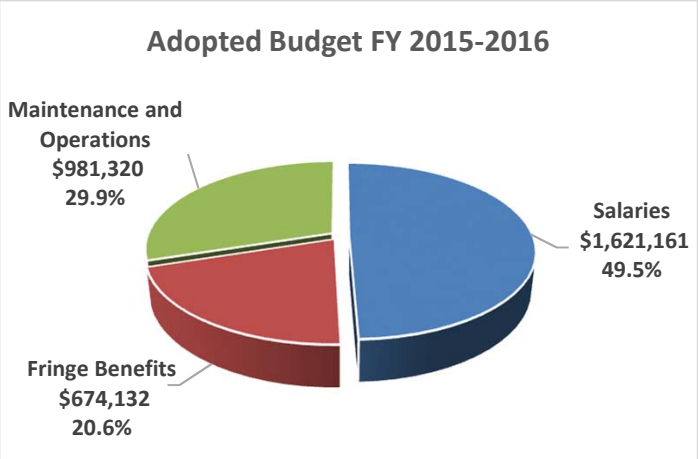


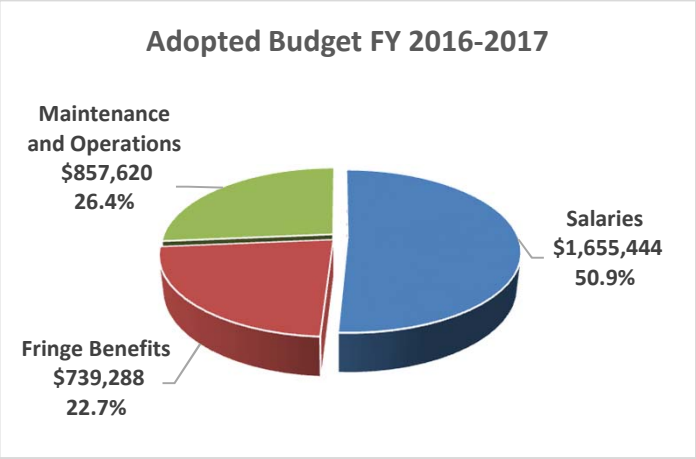


CITY MANAGER

GENERAL FUND
ALLOCATION SUMMARY

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 1,347,234	1,499,144	1,621,161	1,655,444
Fringe Benefits	555,626	739,708	674,132	739,288
Maintenance and Operations:				
Supplies and Equipment	118,681	126,300	94,100	94,100
Repairs and Maintenance	256	3,100	700	700
Professional/Contractual Services	879,049	716,272	767,900	643,900
Utilities	4,507	8,500	4,900	4,900
Equipment/Building Rental	4,348	6,350	3,420	3,420
Training and Memberships	140,772	122,600	145,800	147,200
Total Maintenance and Operations	1,147,613	983,122	1,016,820	894,220
Charge Backs	(139,226)	(112,346)	(35,500)	(36,600)
Capital Outlay:				
Capital Outlay	83,034	125,000	250,540	250,000
Use of Asset Replacement	-	(125,000)	(250,540)	(250,000)
Total Capital Outlay	83,034	-	-	-
Total Program Allocations	$ 2,994,281	3,109,628	3,276,613	3,252,352





CITY MANAGER

GENERAL FUND
ADMINISTRATION

Program Description

To provide administrative direction and oversight to all City departments in accordance with City Council policies.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 691,626	720,933	762,933	778,325
Fringe Benefits	288,934	381,494	317,670	334,326
Maintenance and Operations:				
Supplies and Equipment	26,350	25,400	25,400	25,400
Repairs and Maintenance	-	400	-	-
Professional/Contractual Services	12,250	25,000	2,000	2,000
Utilities	2,666	5,600	3,000	3,000
Equipment/Building Rental	1,724	1,800	1,760	1,760
Training and Memberships	25,847	17,300	24,200	24,200
Total Maintenance and Operations	68,837	75,500	56,360	56,360
Charge Backs	(139,226)	(112,346)	(35,500)	(36,600)
Capital Outlay:				
Capital Outlay	-	-	40,540	-
Use of Asset Replacement	-	-	(40,540)	-
Total Capital Outlay	-	-	-	-
Total Program Allocations	$ 910,171	1,065,581	1,101,463	1,132,411

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS:FY 2015-16 - 5.95; FY 2016-17 - 5.95

FUNDING SOURCE: This program is funded 100% by General Fund

CITY MANAGER

GENERAL FUND
ADMINISTRATION
OBJECTIVES & PERFORMANCE MEASURES

Mission

To administer City Council goals and policies in an efficient manner, oversee and ensure first-rate City operations, and provide outstanding municipal service to residents of Thousand Oaks.

Goal(s)

- Manage day-to-day operations of the City, including policy implementation and oversight of City departments.
- Provide on-going administrative support to City Council.
- Develop interagency relationship with Conejo Valley Unified School District (CVUSD) and Conejo Recreation and Park District (CRPD), including Funding Options Review and Interagency Cooperation Agreement.

Prior Budget Accomplishments

- Provided oversight of FY 2014-15 and FY 2015-16 City Council Goal-Setting process and oversight of FY 2014-15 and FY 2015-16 Top Priority implementation (March 2013 and March 2014).
- Provided oversight of FY 2013-14 Citywide Goals and Objectives One-Year Status Update, including Top Ten City Council Priorities, Budget Performance Measures, and Benchmarks (October 2014).
- Provided leadership of City Website Redesign project, including RFP, vendor interviews, and selection (April 2015).
- Provided leadership and oversight for planning, organizing, and execution of City's 50th Anniversary events and celebration reception (October 2014).

Objective(s)

- Provide oversight of FY 2015-16 Top Priority implementation. (Citywide Goal A: Government Leadership)
- Provide oversight of FY 2015-16 & FY 2016-17 Goals and Objectives review and implementation. (Citywide Goal A: Government Leadership)
- Provide oversight of City Website Redesign project through completion. (Citywide Goal A: Government Leadership)
- Provide leadership and direction in City services. (Citywide Goal A: Government Leadership)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Number of CRMS cases logged(A)	313	674	662	670	670
Number of CRMS cases resolved	285	649	620	650	650

Performance Measure Notes

(A)CRMS = Customer Response Management System

CITY MANAGER

GENERAL FUND
ECONOMIC DEVELOPMENT

Program Description

Program is responsible for providing City outreach services to business community and provides liaison/support to City's Business Roundtable, Chamber of Commerce, Thousand Oaks Boulevard Association, Business Improvement District, and other business-oriented groups.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 150,180	135,600	165,880	170,314
Fringe Benefits	63,428	70,277	67,416	90,826
Maintenance and Operations:				
Supplies and Equipment	5	1,800	1,200	1,200
Professional/Contractual Services	384,198	101,000	235,000	111,000
Utilities	612	700	400	400
Equipment/Building Rental	585	400	760	760
Training and Memberships	14,725	17,200	35,600	37,000
Total Maintenance and Operations	400,125	121,100	272,960	150,360
Total Program Allocations	$ 613,733	326,977	506,256	411,500

Budget Variance: Professional/Contractual increase due to Economic Development Strategic Plan & Chamber Membership.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 1.25; FY 2016-17 - 1.25

FUNDING SOURCE: This program is funded 100% by General Fund

CITY MANAGER

GENERAL FUND
ECONOMIC DEVELOPMENT
OBJECTIVES & PERFORMANCE MEASURES

Mission

To assist the business community in ensuring the continuation of a balanced and sustainable local economy.

Goal(s)

- Promote a healthy business community and a strong employment base.
- Support future development projects within the Thousand Oaks Boulevard Specific Plan.
- Complete preparation of Economic Development Strategic Plan.

Prior Budget Accomplishments

- Worked directly with business community to update and implement courses of action designed to meet specific community goals (ongoing).
- Contacted Business Roundtable, Chamber of Commerce, and other business-oriented groups and business owners on a regular basis, along with service clubs, property owners on Thousand Oaks Boulevard, and in other commercial and industrial parts of the community (ongoing).
- Provided staff support to Business Roundtable (ongoing).
- Upgraded business retention and business attraction programs through liaison with Chamber of Commerce and Economic Development Collaborative-Ventura County (ongoing).

Additional Accomplishments

- Co-chaired Special Olympics Host Town Thousand Oaks Committee (ongoing through July 2015).

Objective(s)

- Work with Thousand Oaks Boulevard Association (TOBA) and Property Business Improvement District (PBID) to implement the goals of the Thousand Oaks Boulevard Specific Plan. (Citywide Goal I: Redevelopment)
- Continue coordinating and attending meetings via the Business Visitation Program. (Citywide Goal H: Economic Diversity)
- Facilitate preparation and completion of the Economic Development Strategic Plan. (Citywide Goal A: Government Leadership)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Number of business visitations to employers by Mayor, City Manager, and/or Economic Development Manager	14	7	1	10	10

CITY MANAGER

GENERAL FUND
INTERGOVERNMENTAL RELATIONS

Program Description

This program analyzes and monitors Federal and State legislation, lobbies Federal and State officials on City needs and coordinates City participation in intergovernmental relations with regional, State, and Federal organizations.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 169,169	169,448	187,487	193,117
Fringe Benefits	68,891	82,484	73,833	78,213
Maintenance and Operations:				
Supplies and Equipment	1,090	3,600	2,300	2,300
Professional/Contractual Services	423,794	507,422	483,700	483,700
Utilities	703	900	900	900
Training and Memberships	91,386	74,250	74,800	74,800
Total Maintenance and Operations	516,973	586,172	561,700	561,700
Total Program Allocations	$ 755,033	838,104	823,020	833,030

Budget Variance: Professional/Contractual Services includes City grants & donations.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 1.10; FY 2016-17 - 1.10

FUNDING SOURCE: This program is funded 100% by General Fund

CITY MANAGER

GENERAL FUND
INTERGOVERNMENTAL RELATIONS
OBJECTIVES & PERFORMANCE MEASURES

Mission

To participate in local, regional, State, and national organizations and coalitions and to track and review legislation in an effort to provide policy direction, develop programs, and safeguard local control and resources of the City and its residents.

Goal(s)

- Monitor, analyze, and advocate Federal and State legislation impacting the City.
- Support City Council participation in Federal and State municipal league policy committees along with intergovernmental relations meetings and organizations.

Prior Budget Accomplishments

- Maintained active communications with Federal and State legislative representatives and the Governor's Office through quarterly meetings and conference calls (ongoing).
- Supported Councilmember appointment and participation in the League of California Cities (LCC) Public Safety Committee, Housing, Community & Economic Development Committee, Transportation, Communication & Public Works Committee, Information Technology & Communications Committee, and Community Services and participation in the National League of Cities Public Safety and Crime Prevention Steering Committee (ongoing).
- Supported Councilmember appointment and participation in the Ventura Council of Governments and Regional Defense Partnership 21 (ongoing).
- Analyzed and tracked legislation and provided legislative reports to City Council (ongoing).

Additional Accomplishments

- Supported Mayor and Councilmembers in service for League of California Cities, National League of Cities, and Ventura Council of Governments (ongoing).
- Reviewed legislative journals and reports from State and Federal Municipal Leagues as well as State and Federal updates weekly (ongoing).
- Advocated annually City's position on critical legislation that impacted the City and on City Council's legislative platform (ongoing).
- Provided periodic electronic Council Legislative updates (ongoing).

Objective(s)

- Coordinate annual lobbying events to present City needs based on City Council Goals and Objectives. (Citywide Goal A: Government Leadership)
- Annual support of appointment of City Councilmembers to State and Federal League Policy Committees. (Citywide Goal A: Government Leadership)
- Annual support of participation of City Councilmembers to regional, State, and Federal intergovernmental relations organizations and meetings. (Citywide Goal A: Government Leadership)
- Monitor and track State and Federal legislation as it impacts City interests and advocate positions on its behalf. (Citywide Goal A: Government Leadership)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Number of legislative reports to City Council	12	36	30	30	30
Number of City Council, State, and national conferences	3	3	3	3	3
Number of City Council intergovernmental relations meetings	24	24	24	24	24
Number of City Council lobbying visits to State and Federal officials	4	4	4	4	4

CITY MANAGER

GENERAL FUND
PUBLIC INFORMATION/SPECIAL SERVICES

Program Description

To provide the public and press with information about City services, programs, and events.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 86,013	211,545	223,827	226,216
Fringe Benefits	34,503	86,218	103,768	109,641
Maintenance and Operations:				
Supplies and Equipment	17,063	69,300	37,300	37,300
Professional/Contractual Services	27,906	53,500	27,000	27,000
Utilities	526	1,200	600	600
Equipment/Building Rental	1,372	2,700	-	-
Training and Memberships	4,015	10,700	6,600	6,600
Total Maintenance and Operations	50,882	137,400	71,500	71,500
Total Program Allocations	$ 171,398	435,163	399,095	407,357

Budget Variance: Reduction in Supplies/Equipment and Professional/Contractual due to reduction in computer licensing costs and no City Survey.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 2.70; FY 2016-17 - 2.70

FUNDING SOURCE: This program is funded 100% by General Fund

CITY MANAGER

GENERAL FUND
PUBLIC INFORMATION/SPECIAL SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission
To keep residents, media, and employees engaged and informed on City initiatives, services, programs, and events.

Goal(s)
- Provide accurate, timely, and valuable public information to residents and businesses through coordinated print, electronic, and video communication channels.
- Serve as a resource for the news media and promote effective and efficient media relations throughout the organization.
- Provide communication and speech writing support for the Mayor and City Council.
- Coordinate effective community outreach and civic engagement programs for City programs to encourage public participation and awareness.

Prior Budget Accomplishments
- Improved public services and information access to residents by enhancing City website and utilizing social media and web-based technologies (ongoing).
- Promoted City website as a primary public outreach tool with an emphasis on valuable, regularly-updated homepage news articles and video (ongoing).
- Produced monthly (TO News Net) video features to highlight various projects and initiatives (ongoing).
- Converted printed City newsletter to electronic version, resulting in significant annual savings for printing and postage (April 2013).

Objective(s)
- Improve public services and information access to residents by enhancing City website and utilizing social media technologies. (Citywide Goal B: Fiscally/Managerially Responsible)
- Promote City website as a primary public outreach tool with an emphasis on valuable, regularly-updated homepage news articles and video. (Citywide Goal A: Government Leadership)
- Produce monthly "TO News Net" video features to highlight various projects and initiatives. (Citywide Goal A: Government Leadership)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Homepage hits per month	55,000	80,770	100,710	105,000	107,000
Coordinate special presentations for City Council meetings(A)	45	N/A	N/A	N/A	N/A
Prepare speeches on a monthly basis for local agencies and organizations(B)	42	46	52	50	50
Number of subscribers to electronic and social media channels	1,456	4,962	5,046	5,150	5,175
Facilitated community engagement activities	3	33	19	20	23

Performance Measure Notes
(A)City Clerk Department assumed responsibility for special presentations effective January 2013.
(B)Westlake Joint Board, Greater Conejo Valley Chamber of Commerce, and special events.

CITY MANAGER

GENERAL FUND
TOTV/CABLE

Program Description

Provide information concerning the operations and deliberations of City government and programming of regional interest. Administration of cable franchise agreements, including compliance issues such as citizen concerns and public access support, franchise renewals, and transfers.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 250,246	261,618	281,034	287,472
Fringe Benefits	99,870	119,235	111,445	126,282
Maintenance and Operations:				
Supplies and Equipment	74,173	26,200	27,900	27,900
Repairs and Maintenance	256	2,700	700	700
Professional/Contractual Services	30,901	29,350	20,200	20,200
Utilities	-	100	-	-
Equipment/Building Rental	667	1,450	900	900
Training and Memberships	4,799	3,150	4,600	4,600
Total Maintenance and Operations	110,796	62,950	54,300	54,300
Capital Outlay:				
Capital Outlay	83,034	125,000	210,000	250,000
Use of Asset Replacement	-	(125,000)	(210,000)	(250,000)
Total Capital Outlay	83,034	-	-	-
Total Program Allocations	$ 543,946	443,803	446,779	468,054

Budget Variance: Asset Replacement Funding no longer charged. PEG funding now used for equipment purchases.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 3.00; FY 2016-17 - 3.00

FUNDING SOURCE: This program is funded 100% by General Fund

CITY MANAGER

GENERAL FUND
TOTV/CABLE
OBJECTIVES & PERFORMANCE MEASURES

Mission

To operate, for the benefit of the residents of Thousand Oaks, as a source of information on the operations of local government in an accurate and non-editorial manner utilizing the latest technologies and resources. To provide residents with quality cable television service through enforcement of cable television franchise obligations.

Goal(s)

- Provide residents with a wide range of programming focusing on the coverage of community events and interests, and gavel-to-gavel coverage of televised public meetings.
- Upgrade TOTV facilities and public meeting rooms to a digital broadcast standard.
- Monitor compliance with cable television franchise and provide assistance to residents with cable television concerns.

Prior Budget Accomplishments

- Replaced channel near line archival storage.
- Coordinated public events (Flag Day, Fourth of July) (June 2014 & 2015 and July 2014 & 2015).
- Created Economic Development series "Taste of Thousand Oaks" (April 2014).
- Created Greater Conejo Valley Chamber of Commerce video, "Welcome to Thousand Oaks" (June 2014).

Objective(s)

- Replace TOTV automation server. (Citywide Goal F: Cultural Programs)
- Replace meeting room video cameras (Boardroom). (Citywide Goal F: Cultural Programs)
- Utilize and purchase aerial camera platform. (Citywide Goal F: Cultural Programs)
- Increase Economic Development television programming.

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Produced productions	115	120	115	115	120
Processed Bulletin Board messages	650	150	150	150	150
Hours of programming from other sources	325 hours	325 hours	325	325	330
Cable concerns successfully processed	25	10	15	15	15

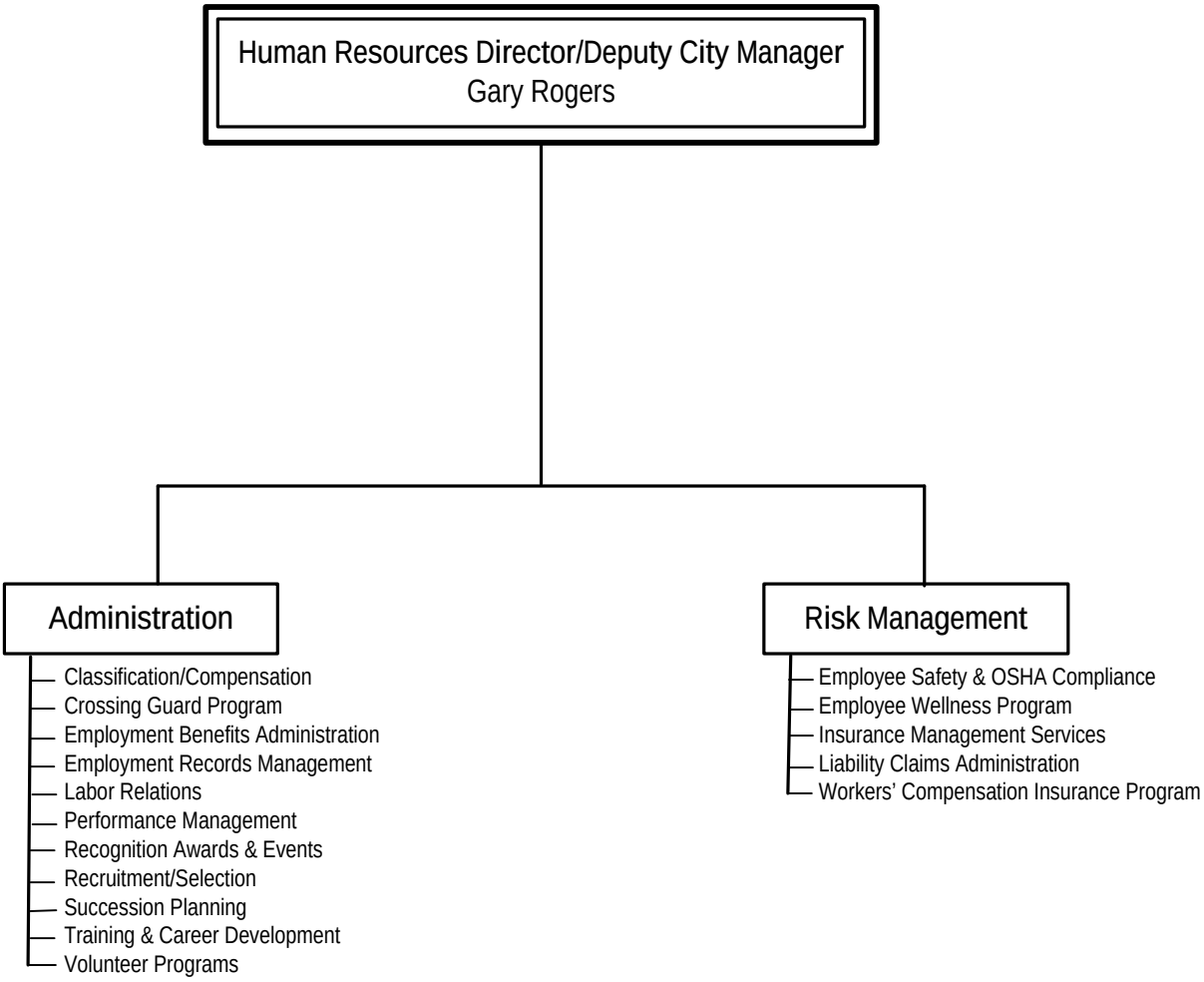
HUMAN RESOURCES

The Human Resources Department provides excellent service to the citizens of Thousand Oaks by attracting, developing and retaining the most highly qualified, proficient and service-oriented workforce possible.

Other Services Provided and Responsibilities include:

- Labor Relations
- Employee Safety
- Employee Career Development
- Risk Management
- Classification and Compensation
- Workers' Compensation
- Employee Benefits Administration
- Recruitment and Selection
- City Hall Volunteer Program
- Crossing Guard Program

Human Resources



Total Employees:
FY 15-16: 8
FY 16-17: 8

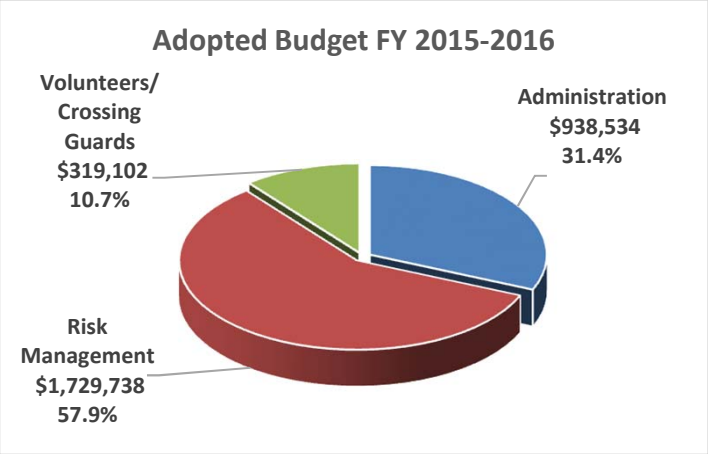
HUMAN RESOURCES

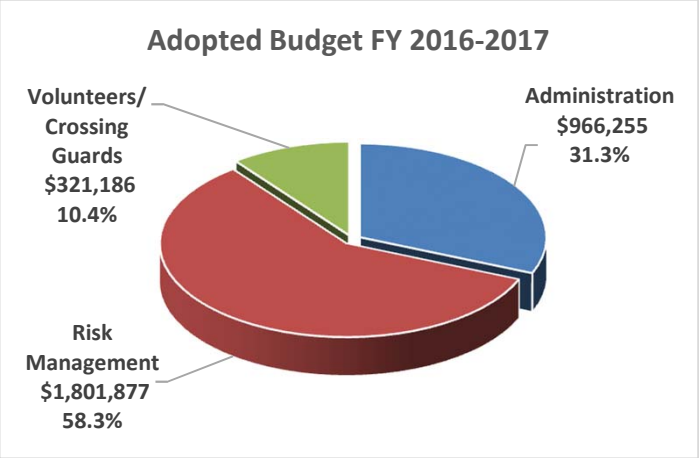
GENERAL FUND
PROGRAMS SUMMARY

Human Resources Department Mission Statement

To attract, develop, and retain a diverse, well-qualified, and professional workforce that reflects the high standards of the community we serve, and to provide professional, proactive, quality services to our internal and external customers. We are committed to developing and maintaining a high quality of work life, adhering to equitable and ethical personnel standards and effectively managing risks to the City.

		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocation Summary					
Administration	$	673,087	1,141,586	938,534	966,255
Risk Management		1,011,733	1,222,918	1,729,738	1,801,877
Volunteers/Crossing Guards		-	-	319,102	321,186
Total	$	1,684,820	2,364,504	2,987,374	3,089,318

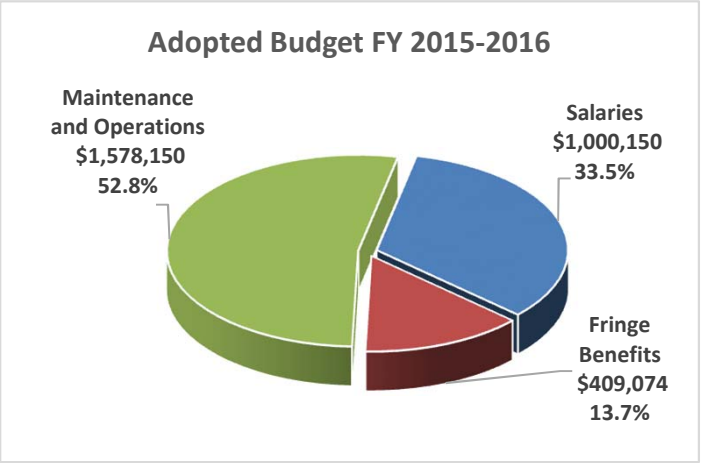


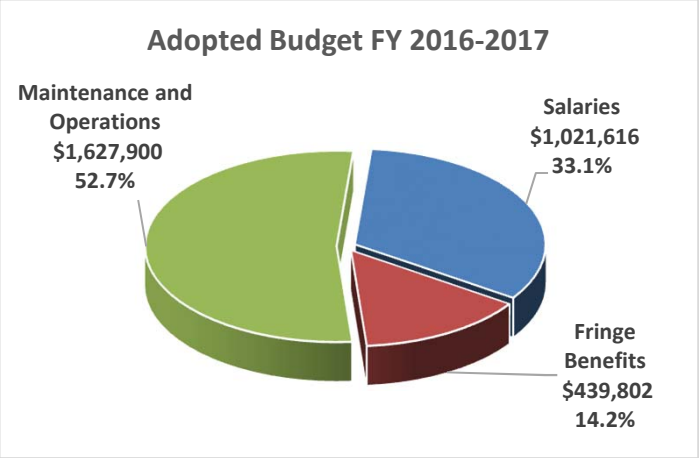


HUMAN RESOURCES

GENERAL FUND
ALLOCATION SUMMARY

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 582,646	677,235	1,000,150	1,021,616
Fringe Benefits	288,099	434,198	409,074	439,802
Maintenance and Operations:				
Supplies and Equipment	26,338	41,800	95,750	95,750
Repairs and Maintenance	3,701	6,000	5,000	6,000
Professional/Contractual Services	123,211	481,427	248,750	248,750
Utilities	2,475	1,500	2,400	2,400
Insurance and Claims	699,841	758,000	1,238,350	1,288,100
Equipment/Building Rental	2,567	4,100	1,900	1,900
Training and Memberships	17,608	19,800	18,400	18,400
Total Maintenance and Operations	875,741	1,312,627	1,610,550	1,661,300
Charge Backs	(61,666)	(59,556)	(32,400)	(33,400)
Total Program Allocations	$ 1,684,820	2,364,504	2,987,374	3,089,318





HUMAN RESOURCES

GENERAL FUND
ADMINISTRATION

Program Description

This program provides personnel services including recruitment/selection, labor relations, employee development, retention of personnel files, performance management, classification/compensation, and reporting requirements pertaining to employment.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 359,702	376,771	424,263	436,592
Fringe Benefits	195,901	278,271	225,721	241,113
Maintenance and Operations:				
Supplies and Equipment	20,996	33,400	84,000	84,000
Repairs and Maintenance	-	1,000	-	1,000
Professional/Contractual Services	101,795	456,427	221,250	221,250
Utilities	2,475	1,500	1,500	1,500
Equipment/Building Rental	2,567	4,100	1,900	1,900
Training and Memberships	16,400	15,800	12,300	12,300
Total Maintenance and Operations	144,233	512,227	320,950	321,950
Charge Backs	(26,749)	(25,683)	(32,400)	(33,400)
Total Program Allocations	$ 673,087	1,141,586	938,534	966,255

Budget Variance: Supplies/Equipment - Professional Management Software.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 3.65; FY 2016-17 - 3.65

FUNDING SOURCE: This program is funded 100% by General Fund

HUMAN RESOURCES

GENERAL FUND
ADMINISTRATION
OBJECTIVES & PERFORMANCE MEASURES

Mission

To maintain an effective human resources program for City of Thousand Oaks employees, and to attract, retain and motivate a highly-qualified workforce through training, development and meaningful work.

Goal(s)

- To recruit, select, and maintain a qualified and stable workforce, and to encourage career development and skill enhancements to develop future leaders.

Prior Budget Accomplishments

- Completed 97% of recruitment/selection processes within established timelines (ongoing).
- Completed all mandatory training for 100% of employees (ongoing).
- Managed and encouraged participation in succession planning and career development programs (ongoing).

Additional Accomplishments

- Achieved agreements and/or extensions to agreements with bargaining units through June 30, 2015.

Objective(s)

- Complete negotiations for successor contracts for TOMA, TOCEA, and SMA. (Citywide Goal B: Fiscally/Managerially Responsible)
- Complete training needs assessment and implement new training program, including leadership, supervisory and targeted competency training. (Citywide Goal J: Succession Planning)
- Through training, prepare internal candidates for promotion and placement on employment eligibility lists. (Citywide Goal J: Succession Planning)
- Complete organizational staffing assessments. (Citywide Goal B: Fiscally/Managerially Responsible)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Compare date of eligibility lists to projected completion date for selection processes	94%	100%	97%	100%	100%
Compare list of attendees at required training sessions to targeted employee base	100%	100%	100%	100%	100%

HUMAN RESOURCES

GENERAL FUND
RISK MANAGEMENT

Program Description

This program oversees the City's Workers' Compensation, Employee Safety, and Risk Management functions.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 222,944	300,464	321,141	330,072
Fringe Benefits	92,198	155,927	126,647	140,105
Maintenance and Operations:				
Supplies and Equipment	5,342	8,400	6,500	6,500
Repairs and Maintenance	3,701	5,000	5,000	5,000
Professional/Contractual Services	21,416	25,000	27,500	27,500
Insurance and Claims	699,841	758,000	1,238,350	1,288,100
Training and Memberships	1,208	4,000	4,600	4,600
Total Maintenance and Operations	731,508	800,400	1,281,950	1,331,700
Charge Backs	(34,917)	(33,873)	-	-
Total Program Allocations	$ 1,011,733	1,222,918	1,729,738	1,801,877

Budget Variance: Insurance costs have increased. General Liability Claims now handled out of Human Resources and no longer by City Cttorney.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 2.85; FY 2016-17 - 2.85

FUNDING SOURCE: This program is funded 100% by General Fund

HUMAN RESOURCES

GENERAL FUND
RISK MANAGEMENT
OBJECTIVES & PERFORMANCE MEASURES

Mission

To effectively maintain the City's commitment to employee safety by providing Citywide management of the Employee Safety and Workers' Compensation Programs. To assess and reduce risk to the organization through appropriate and prudent risk financing and risk control techniques. To effectively administer the City's liability claims program.

Goal(s)

- Fiscally manage cost of insurance premiums while maintaining sufficient insurance coverage to protect City assets.
- Fully comply with all Federal and State regulations and requirements pertaining to Employee Safety.
- Effectively manage Workers' Compensation claims and oversee activities of the City's Third Party Administrator.
- Effectively manage liability claims and oversee activities of the City's Third Party Administrator.

Prior Budget Accomplishments

- Reduced number of job-related injuries and illnesses by implementing a comprehensive safety program (ongoing).
- Reduced Workers' Compensation costs by providing comprehensive Employee Safety and Wellness Programs (ongoing).
- Coordinated process with CalOSHA Consultation for Municipal Service Center to receive Golden Gate Safety Award (ongoing), and Hill Canyon Treatment Plant to receive Safety and Health Achievement Recognition Program (SHARP) award (ongoing).

Additional Accomplishments

- Completed best practices review of hold/harmless, indemnification and insurance requirements in contracts.
- Initiated Risk Committee to promote improved communication and collaboration among City departments.

Objective(s)

- Fiscally manage premium cost for property, liability, and other insurance. (Citywide Goal B: Fiscally/Managerially Responsible)
- Manage liability claims costs through risk transfer, risk avoidance, risk mitigation and responsive claims management. (Citywide Goal B: Fiscally/Managerially Responsible)
- Manage Workers' Compensation costs by providing comprehensive Employee Safety and Wellness Programs. (Citywide Goal B: Fiscally/Managerially Responsible)
- Enhance risk transfer in City contracts. (Citywide Goal B: Fiscally/Managerially Responsible)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Compare property and liability insurance premium expenses	$643,800	$705,543	$719,420	$735,336	$785,075
Compare Workers' Compensation active/open cases	30	30	27	27	27
Compare Workers' Compensation overall costs	$452,600	$708,902	$497,821	$480,000	$480,000

HUMAN RESOURCES

GENERAL FUND
VOLUNTEERS/CROSSING GUARDS

Program Description

The Volunteering/Crossing Guard program is responsible for the administration and supervision of the Crossing Guard Program for the City.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ -	-	254,746	254,952
Fringe Benefits	-	-	56,706	58,584
Maintenance and Operations:				
Supplies and Equipment	-	-	5,250	5,250
Utilities	-	-	900	900
Training and Memberships	-	-	1,500	1,500
Total Maintenance and Operations	-	-	7,650	7,650
Total Program Allocations	$ -	-	319,102	321,186

Budget Variance: This is a new program to Human Resources from Public Works.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 1.00; FY 2016-17 - 1.00

FUNDING SOURCE: This program is funded 100% by General Fund

HUMAN RESOURCES

GENERAL FUND
VOLUNTEERS/CROSSING GUARDS
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide direction, consistency and structure in the oversight of volunteer programs in the City, including Volunteers-in-Policing, volunteers in the Library, the Thousand Oaks Civic Arts Plaza theatres and other various City volunteers. To administer, expand and enhance aspects of the existing crossing guard program for the schools in Thousand Oaks that assist with safe and convenient movement of students and traffic.

Goal(s)

- To assist in planning, organizing and refinement of policies and procedures pertaining to volunteer programs to ensure compliance with City objectives.
- Continuously review the crossing guard program to ensure the safe crossing of children at school intersections.

Prior Budget Accomplishments

- Department will begin administering both programs effective July 1, 2015.

Objective(s)

- Expand recruitment, required and supplemental training, annual re-certifications, and performance management for crossing guards and volunteers. (Citywide Goal A: Government Leadership)
- Clearly define volunteer programs for City. (Citywide Goal A: Government Leadership)
- Receive and respond to school district crossings/intersections concerns promptly. (Citywide Goal C: Public Safety)
- Identify and implement best practices in the administration of the crossing guard program. (Citywide Goal A: Government Leadership)

CITY ATTORNEY

The City Attorney's Office provides sound, timely and cost-effective legal analysis, advice, and representation to the City Council, Commissions, Boards, and City staff.

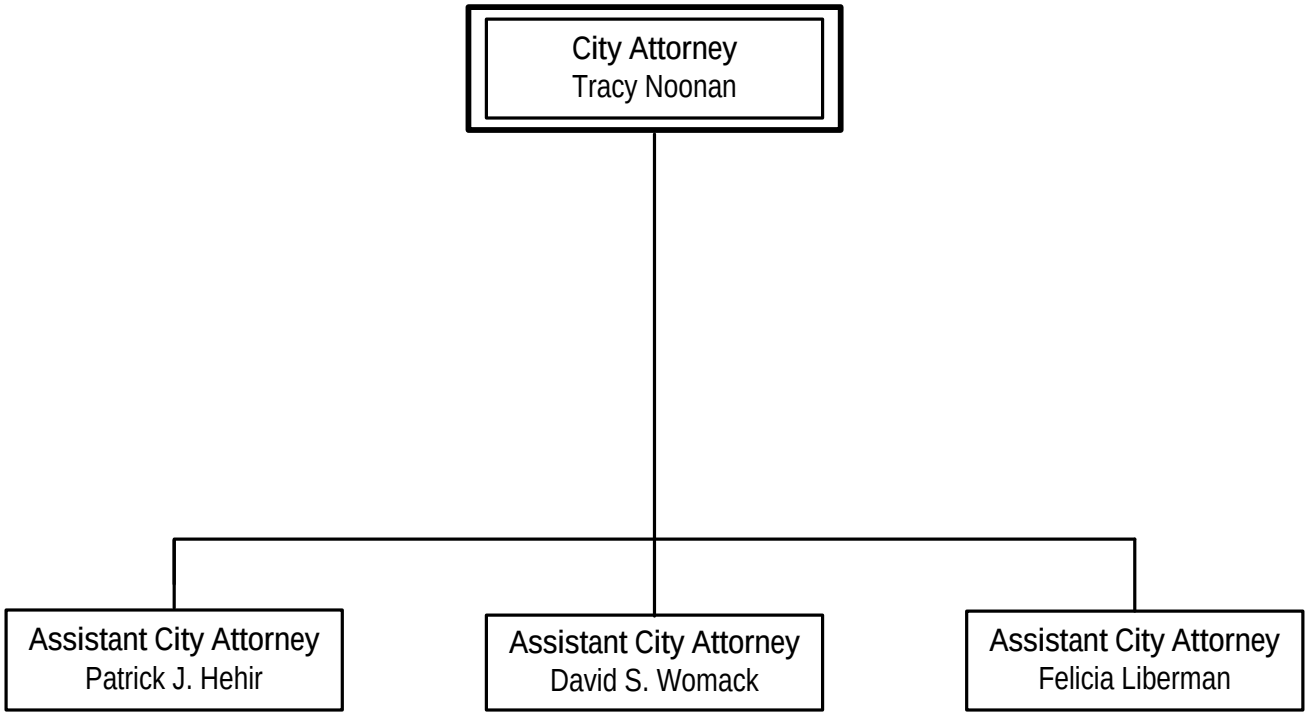
Services Provided and Responsibilities Include:

- Acts as Legal Advisor to the City Council and the City's Boards and Commissions
- Drafts Many Written Contracts for the City
- Administers Municipal Code and Coordinates Updates
- Advises Various City Departments on New State and Federal Laws, Court Cases and Other Legal Matters
- Represents the City in Legal Matters

How We Help Our Citizens

- Obtain Legal Information on Ordinances
- Enforce Residential and Commercial Property Compliance
- Enforce City's General Plan and Development Regulations
- Attend Meetings of the City Council Citizen Advisory Committees, Commissions and Boards to Advise on Legal Matters.

City Attorney



Total Employees:
FY 15-16: 5
FY 16-17: 5

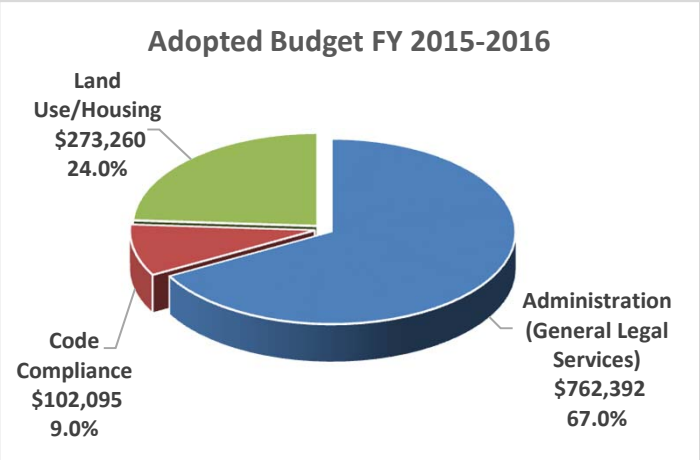
CITY ATTORNEY

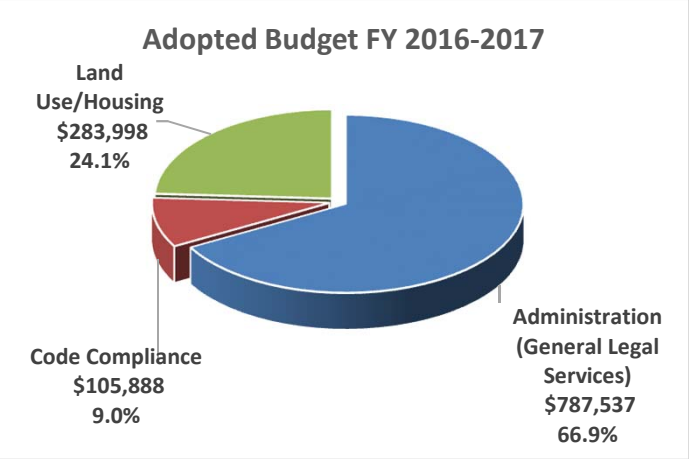
GENERAL FUND
PROGRAMS SUMMARY

City Attorney's Office Mission Statement

To provide sound, timely, and cost-effective legal analysis, advice, and representation to the City Council, Commissions, Boards, and City staff. The City Attorney's Office is committed to working with staff in carrying out City Council policies, not only by giving advice, but by assisting in formulating solutions.

		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocation Summary					
Administration (General Legal Services)	$	1,503,476	1,259,717	762,392	787,537
Code Compliance		106,028	107,546	102,095	105,888
Land Use/Housing		267,507	271,454	273,260	283,998
Total	$	1,877,011	1,638,717	1,137,747	1,177,423

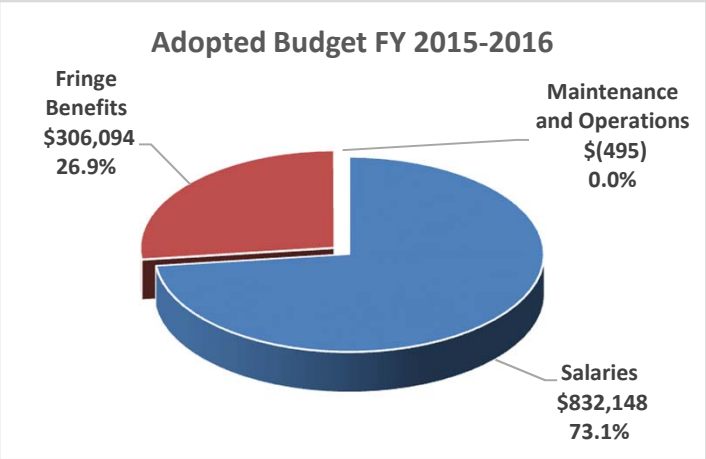


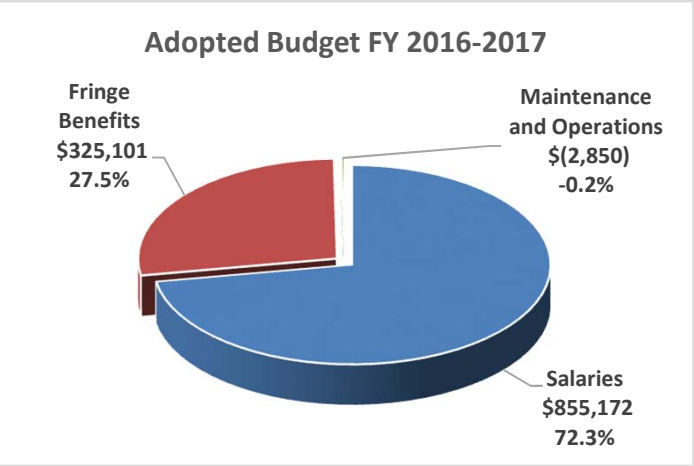


CITY ATTORNEY

GENERAL FUND
ALLOCATION SUMMARY

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 818,920	814,128	832,148	855,172
Fringe Benefits	315,250	363,095	306,094	325,101
Maintenance and Operations:				
Supplies and Equipment	28,949	40,432	40,250	40,050
Repairs and Maintenance	2,254	3,300	4,300	4,400
Professional/Contractual Services	-	5,100	-	-
Utilities	1,745	4,100	3,000	3,000
Insurance and Claims	696,088	400,000	-	-
Equipment/Building Rental	2,367	3,700	1,800	1,800
Training and Memberships	11,438	17,500	16,855	16,600
Total Maintenance and Operations	742,841	474,132	66,205	65,850
Charge Backs	-	(12,638)	(66,700)	(68,700)
Total Program Allocations	$ 1,877,011	1,638,717	1,137,747	1,177,423





CITY ATTORNEY

GENERAL FUND
ADMINISTRATION (GENERAL LEGAL SERVICES)

Program Description

City Attorney serves as general counsel to City and City Council. The Office provides a full range of municipal legal services to City, its officers, and employees. The Office reviews and/or drafts contracts, ordinances, resolutions, and other legal documents, as well as issue legal opinions. The Office processes governmental tort claims, and represents the City in legal actions brought by or against the City.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 549,543	551,986	558,626	573,721
Fringe Benefits	211,092	246,237	204,261	216,666
Maintenance and Operations:				
Supplies and Equipment	28,949	40,432	40,250	40,050
Repairs and Maintenance	2,254	3,300	4,300	4,400
Professional/Contractual Services	-	5,100	-	-
Utilities	1,745	4,100	3,000	3,000
Insurance and Claims	696,088	400,000	-	-
Equipment/Building Rental	2,367	3,700	1,800	1,800
Training and Memberships	11,438	17,500	16,855	16,600
Total Maintenance and Operations	742,841	474,132	66,205	65,850
Charge Backs	-	(12,638)	(66,700)	(68,700)
Total Program Allocations	$ 1,503,476	1,259,717	762,392	787,537

Budget Variance: General Liability Claims has been transferred to Human Resources Department.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 3.45; FY 2016-17 - 3.45

FUNDING SOURCE: This program is funded 100% by General Fund

CITY ATTORNEY

GENERAL FUND
ADMINISTRATION (GENERAL LEGAL SERVICES)
OBJECTIVES & PERFORMANCE MEASURES

Mission

To support City Council's policies by providing sound, timely, and cost-effective legal analysis, advice, and representation to City Council, Commissions, Boards and staff. Zealously defend and pursue litigation filed against, or by, the City.

Goal(s)

- Operate an ethical, efficient, and effective office by maintaining a well-trained and experienced staff.
- Be integral members of the City team to avoid or resolve legal issues at the earliest time possible.

Prior Budget Accomplishments

- City Attorney staff offered the following training sessions: Brown Act/Conflict of Interest; Everyday Ethics; Government Speaking; Presenting a Staff Report; and Commission Jurisdiction.
- Part of City team that assisted City Council Ad Hoc Committee with completion and release of the Cultural Arts Report.

Additional Accomplishments

- Purchased and implemented new City Attorney Software System.

Objective(s)

- Improve efficiency of all aspects of contract processing, beginning with RFPs and administration, including contract amendments and extensions to ensure consistency and fairness. (Citywide Goal B: Fiscally/Managerially Responsible)
- Assist City staff in keeping abreast with changing laws and obligations in performance of their duties by conducting training sessions. (Citywide Goal A: Government Leadership)
- Participate in a public speakers bureau whereby City employees give presentations to interested groups on municipal issues (Citywide Goal A: Government Leadership)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Conduct City staff training on RFP process, Contract Processing or Purchasing requirements	1 session	N/A	3	2	2
Conduct other relevant training	9 sessions	8 Sessions	7 Sessions	8 Sessions	8 Sessions

CITY ATTORNEY

GENERAL FUND
CODE COMPLIANCE

Program Description

Provide legal support including prosecution in gaining compliance with a myriad of City codes to Code Compliance, Animal Control, Public Works, Police, and other departments.

		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations					
Salaries	$	75,687	73,669	74,296	76,364
Fringe Benefits		30,341	33,877	27,799	29,524
Total Program Allocations	$	106,028	107,546	102,095	105,888

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 0.50; FY 2016-17 - 0.50

FUNDING SOURCE: This program is funded 100% by General Fund

CITY ATTORNEY

GENERAL FUND
CODE COMPLIANCE
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide legal advice and assistance to Code Compliance, Animal Control, Public Works, Police, and other departments in gaining compliance with a myriad of City codes without instituting legal action, and to fairly and ethically prosecute violations, misdemeanors, and infractions of City codes either criminally or through an administrative process.

Goal(s)

- Manage Code Compliance cases in an efficient and effective manner.
- Fully implement Civil Penalty Procedure ordinance.

Prior Budget Accomplishments

- Processed over 80 criminal cases involving Code Compliance, Police, Animal Control, and Public Works; nearly all were resolved by plea bargain during pre-trial negotiations (through June 2015).
- Assisted Thousand Oaks Police Department activities in curtailing illegal massage establishments by filing criminal cases where appropriate, and assisting with administrative appeals of permit denials (ongoing).

Objective(s)

- Work cooperatively with Code Compliance to implement Civil Penalty Procedure. (Citywide Goal C: Public Safety)
- Reduce criminal filings by prosecuting cases through administrative penalty process. (Citywide Goal C: Public Safety)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Number of administrative filings	1	7	2	5	5
Number of criminal filings	39	Approx 40	25	30	30

CITY ATTORNEY

GENERAL FUND
LAND USE/HOUSING

Program Description

City Attorney's Office is general counsel to COSCA and advises the Planning Commission, Community Development Department staff, and Disabled Access Advisory Appeals Board on municipal code provisions and policies, and State and Federal laws pertaining to CEQA, land use, housing, and property rights.

		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations					
Salaries	$	193,690	188,473	199,226	205,087
Fringe Benefits		73,817	82,981	74,034	78,911
Total Program Allocations	$	267,507	271,454	273,260	283,998

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2014-15 - 1.05; FY 2016-17 - 1.05

FUNDING SOURCE: This program is funded 100% by General Fund

CITY ATTORNEY

GENERAL FUND
LAND USE/HOUSING
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide sound and prompt legal advice and representation to the City on land use and housing matters such as the California Environmental Quality Act (CEQA), Planning and Zoning Law, and the Subdivision Map Act.

Goal(s)

- Support staff efforts in developing and implementing plans to increase affordable housing.
- Assist in updating City land use policies and regulations through drafting, amending, and implementation.

Prior Budget Accomplishments

- Continued to work with Community Development staff on drafting and revising the Housing Element update (ongoing).

Objective(s)

- Assist staff in reviewing, processing, and implementing planning documents such as Thousand Oaks Boulevard and Rancho Potrero Specific Plans. (Citywide Goal I: Redevelopment)
- Assist staff in preparing for City Council consideration of changes to Thousand Oaks Municipal Code for implementation of the Housing Element. (Citywide Goal I: Redevelopment)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
No Performance Measures for this program	N/A	N/A	N/A	N/A	N/A

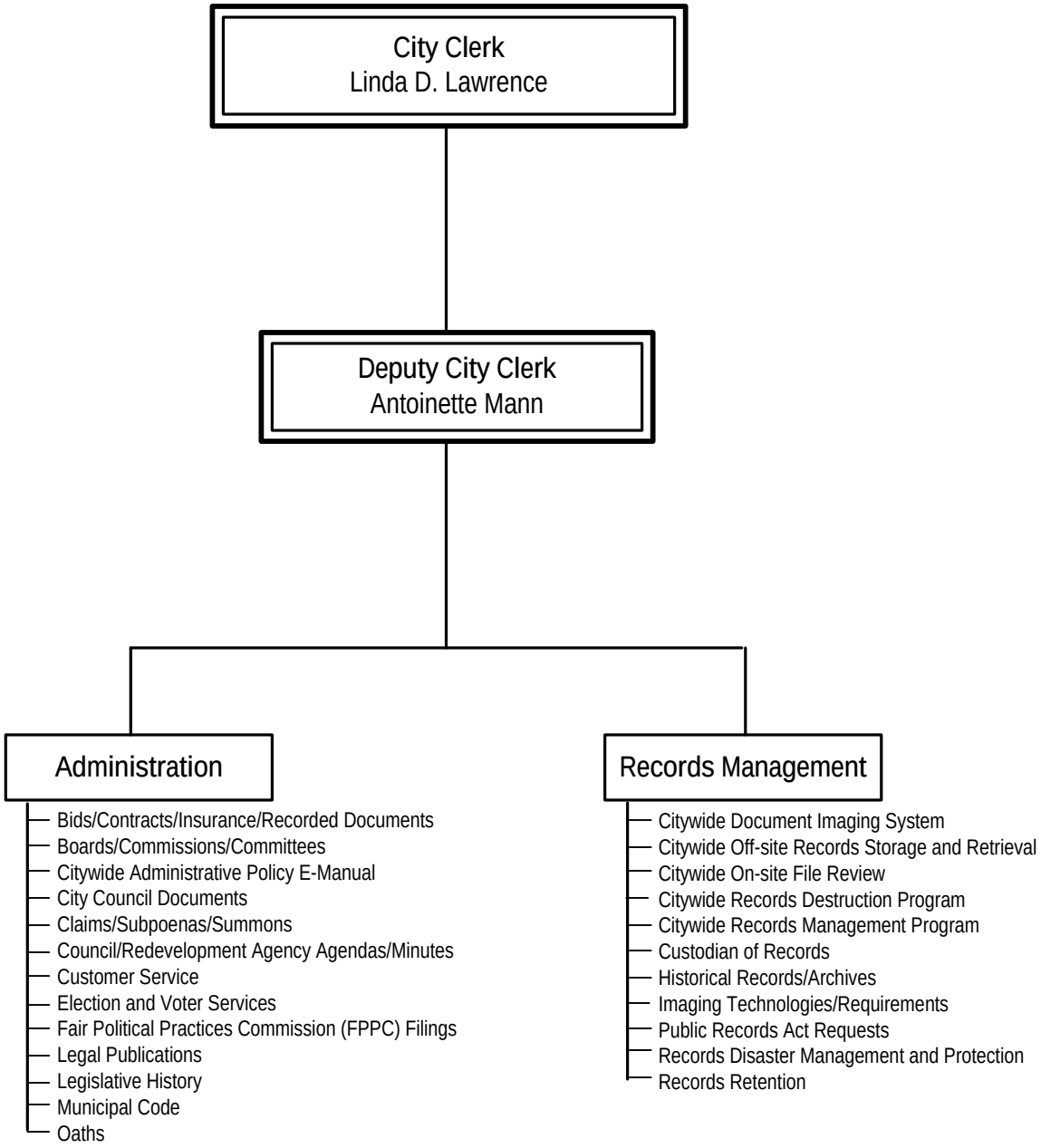
CITY CLERK

The City Clerk's Department is the official custodian of records for the City and is responsible for all City Council Agendas, Minutes, Ordinances, Resolutions and legal publications.

Services Provided and Responsibilities include:

- Fair Political Practices Commission filings, including Statement of Economic Interests and Campaign Disclosures
- Service Agent for the City regarding claims, subpoenas and summons
- Manages Citywide Records Management Program, legislative history, bids, contracts, archives, election activities, and Boards/Committees/Commission programs
- Oversees Citywide Administrative E-Manual

City Clerk



Total Employees:
FY 15-16: 7
FY 16-17: 7

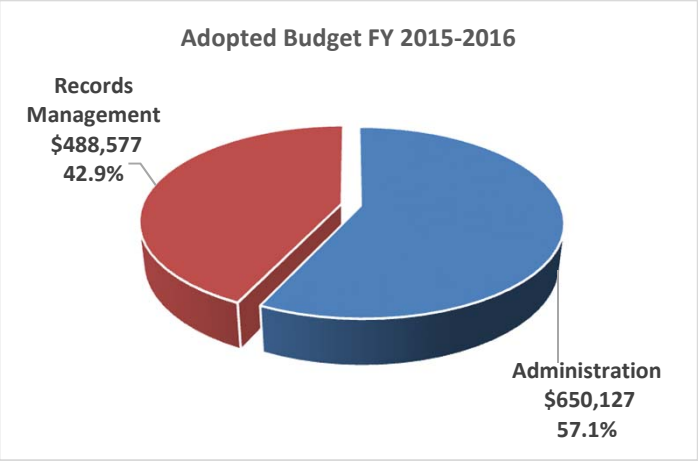
CITY CLERK

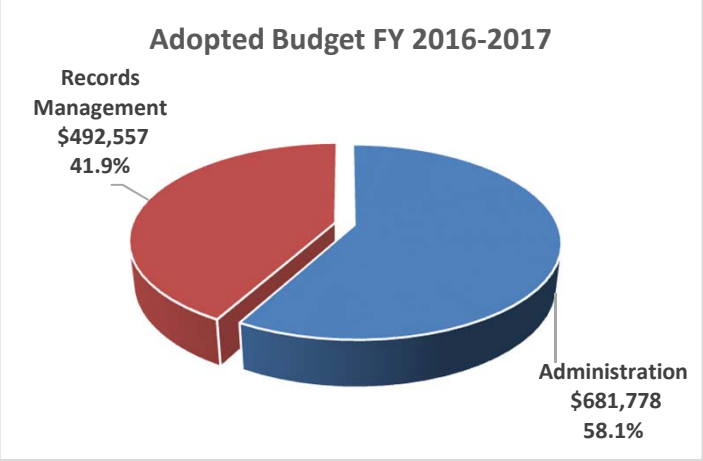
GENERAL FUND
PROGRAMS SUMMARY

City Clerk Department Mission Statement

To provide exceptional service by maintaining and preserving the City's official records and legislative history, administering fair and impartial municipal election services in accordance with Federal, State, and local laws, performing statutory and administrative duties in support of City Council goals and objectives, and providing open access to information and the legislative process for all stakeholders, including elected and appointed officials, City employees, and the public-at-large.

		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocation Summary					
Administration	$	527,609	906,257	650,127	681,778
Records Management		387,015	478,429	488,577	492,557
Total	$	914,624	1,384,686	1,138,704	1,174,335

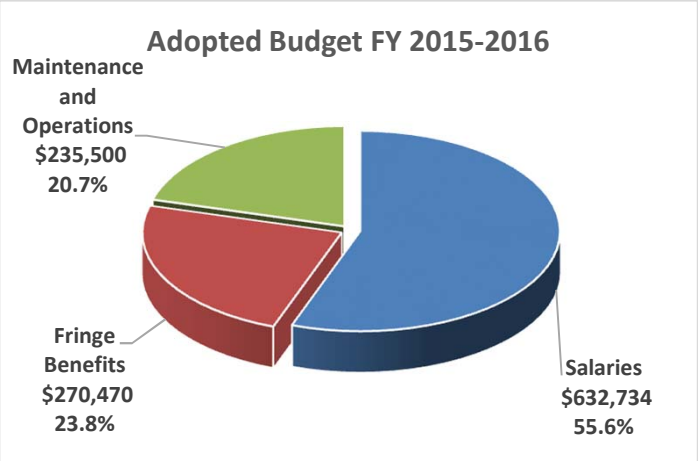


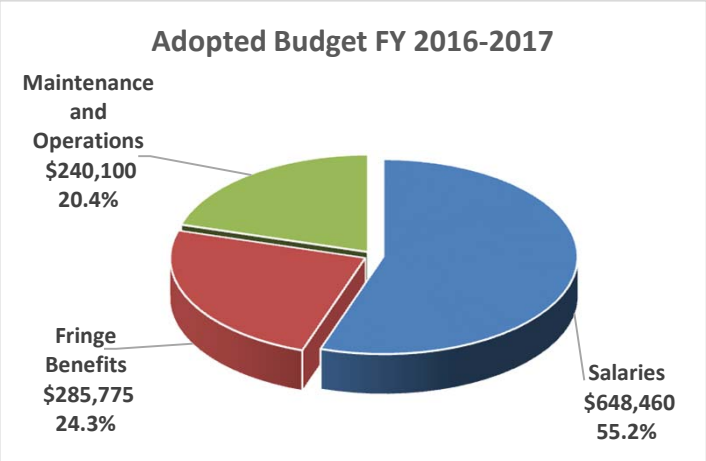


CITY CLERK

GENERAL FUND
ALLOCATION SUMMARY

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 523,345	564,452	632,734	648,460
Fringe Benefits	272,323	332,747	270,470	285,775
Maintenance and Operations:				
Supplies and Equipment	12,825	29,800	27,600	18,500
Repairs and Maintenance	25,733	39,942	55,500	35,700
Professional/Contractual Services	40,677	318,545	64,800	111,800
Utilities	-	2,000	2,000	2,000
Equipment/Building Rental	42,782	86,715	103,800	91,500
Training and Memberships	12,506	17,500	22,700	22,700
Asset Replacement Funding	1,825	1,825	-	-
Total Maintenance and Operations	136,348	496,327	276,400	282,200
Charge Backs	(17,392)	(8,840)	(40,900)	(42,100)
Total Program Allocations	$ 914,624	1,384,686	1,138,704	1,174,335





CITY CLERK

GENERAL FUND
ADMINISTRATION

Program Description

This program is responsible for overall management and general support for the following statutory duties pursuant to California State Law as well as other administrative functions including City Council/Redevelopment Agency (RDA) Meetings/Agendas/Minutes, Legislative History, Elections Administration, Assessment District Balloting Compliance, Fair Political Practice Commissions Filings (Statement of Economic Interest/Campaign Disclosures/Lobbyist Disclosures), Brown Act, Legal Publications, Municipal Code, Claims/Summons/Subpoena, Document Management (Resolutions/Ordinances/Contracts/Insurance/Bids/Recorded Documents), Administrative E-Manual, and Citywide Committee/Commission/Boards.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 313,182	357,840	393,773	403,664
Fringe Benefits	178,759	223,200	164,204	173,564
Maintenance and Operations:				
Supplies and Equipment	11,238	23,900	23,800	14,700
Repairs and Maintenance	-	700	700	700
Professional/Contractual Services	26,115	288,107	32,800	79,800
Utilities	-	2,000	2,000	2,000
Equipment/Building Rental	7,739	9,200	60,300	36,000
Training and Memberships	7,968	10,150	13,450	13,450
Total Maintenance and Operations	53,060	334,057	133,050	146,650
Charge Backs	(17,392)	(8,840)	(40,900)	(42,100)
Total Program Allocations	$ 527,609	906,257	650,127	681,778

Budget Variance: FY 2014-15 Professional/Contractual due to election costs and Equipment/Building Rental due to Form 700 Electronic Filing and Granicus software.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 4.05; FY 2016-17 - 4.05

FUNDING SOURCE: This program is funded 100% by General Fund

CITY CLERK

GENERAL FUND
ADMINISTRATION
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide administrative support to City Council, City Departments, and the public by coordinating and executing various mandated and administrative responsibilities in an efficient manner with a strong commitment to producing quality and unbiased results.

Goal(s)

- Compile and publish City Council agendas, minutes, and documentation in an efficient manner, within legally prescribed timelines, and in a variety of forms (paper and web-based) allowing access by various stakeholders.
- Administer local elections and election law mandates in an impartial manner, meeting Federal/State/local statutes/policies, including responsibilities for Fair Political Practices Commission (FPPC) filings (Campaign Disclosures, Conflict of Interest).
- Coordinate the Citywide Board/Commission/Committee (BCC) Program including recruitment responsibilities pursuant to the Maddy Act, maintain member records, maintain policies/procedures and resources, and communicate with staff liaisons and the public.

Prior Budget Accomplishments

- Facilitated 2014 Municipal Election for three City Council seats, including candidate orientations/processing (7 candidates), election results and Annual Reorganization; State/Local Campaign Disclosure responsibilities (April 2014 - Feb 2015).
- In conjunction with City Attorney conducted extensive research, provided input/recommendations on Local Campaign Ordinance Update & Adoption (September 2013 - November 2013).
- Procured and implemented software to automate FPPC Form 700 Filings on Citywide basis (September 2013 - April 2014).

Additional Accomplishments

- Facilitated June 2, 2015 Special Election to fill Council vacancy, including candidate orientations/processing (4 candidates), State/Local Campaign Disclosure responsibilities, election results (December 2014 - August 2015).
- Developed and implemented Voter Outreach Campaign to promote June 2, 2015 Special Election (including new election logo in conjunction with City Manager staff)(February 2015 - June 2015).
- Investigated City Council Voting/Agenda Technological Opportunities--recommended implementation FY2015-16 (August 2013 - ongoing).
- Coordinated four off-site City Council meetings (September 2013 - March 2015).

Objective(s)

- Conduct November 2016 Municipal Election including FPPC responsibilities. (Citywide Goal A: Government Leadership)
- Implement City Council Voting/Agenda Technology for City Council Chambers. (Citywide Goal A: Government Leadership)
- Implement software for committee, commission, board administration including recruitment. (Citywide Goal B: Fiscally/Managerially Responsible)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Number of official records processed	1659	1,976	1871	1800	1800
Ratio of BCC applicants to vacancies filled	5.96 to 1	2.88 to 1	3.79 to 1	3.8 to 1	4 to 1
Percentage of Form 700 filings submitted electronically(A)	N/A	94%	97%	98%	99%
Number of E-Notify subscribers (BCC vacancies)	309	350	398	445	490

Performance Measure Notes

(A)New Program for FY 2013-14

CITY CLERK

GENERAL FUND
RECORDS MANAGEMENT

Program Description

Records Management is responsible for providing uniform and consistent guidance for management of all City records including existing paper and electronic records through the Administration of the Citywide Records Management Program. This is accomplished through the development and maintenance of the retention schedule that identifies classifications of records and retention time periods based on legal, fiscal, administrative, operational and research requirements. This program ensures compliance with State and Federal Records Retention regulations, storage, retrieval/destruction, protection and disaster recovery of official City records, and historical/archival record development.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 210,163	206,612	238,961	244,796
Fringe Benefits	93,564	109,547	106,266	112,211
Maintenance and Operations:				
Supplies and Equipment	1,587	5,900	3,800	3,800
Repairs and Maintenance	25,733	39,242	54,800	35,000
Professional/Contractual Services	14,562	30,438	32,000	32,000
Equipment/Building Rental	35,043	77,515	43,500	55,500
Training and Memberships	4,538	7,350	9,250	9,250
Asset Replacement Funding	1,825	1,825	-	-
Total Maintenance and Operations	83,288	162,270	143,350	135,550
Total Program Allocations	$ 387,015	478,429	488,577	492,557

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 2.95; FY 2016-17 - 2.95

FUNDING SOURCE: This program is funded 100% by General Fund

CITY CLERK

GENERAL FUND
RECORDS MANAGEMENT
OBJECTIVES & PERFORMANCE MEASURES

Mission

To promote and support effective information management, encourage economy and efficiency in creation, storage, retrieval, retention, and disposition of records, and ensure retention and protection of archival records, in accordance with applicable laws and regulations.

Goal(s)

- Administer Citywide Records Management Program including Citywide Imaging System. Review and update program policy, procedures, and retention schedule. Provide on-going training for adherence.
- Enhance and manage Citywide imaging system repository; provide internal/external customers access to information resources.
- Coordinate and compile Public Records Requests in an efficient manner and within legally prescribed timelines.
- Utilize technology to maximize information management methodologies.

Prior Budget Accomplishments

- Expanded/enhanced Citywide Imaging System content by increasing access to financial data, campaign disclosures, committee information to name a few as well as improved templates (ongoing).
- Enhanced City's document imaging system with Avante upgrade (yearly); agenda workflow updates (ongoing).
- Provided Citywide Records Management and imaging system training, including individual training and troubleshooting on an as-needed basis (daily/weekly/ongoing).
- Assisted City Departments/Divisions with adherence to records management policies/procedures and Public Records Act (PRA) responses (ongoing).

Additional Accomplishments

- Updated Citywide Records Management Program Policy and Retention Schedule (January 2015).
- Initiated Electronic Records Inventory Project with Information Technology for proper identification/retention of e-records (ongoing).
- Implementation of WORM back-up for permanent document destruction (Trustworthy System) (August 2014).
- Worked with Finance Department to enhance access to records via Open Gov portal (ongoing).

Objective(s)

- Promote imaging system and expand/enhance available information (internal/external); increase links on City website. (Citywide Goal A: Government Leadership)
- Resolve Information Management challenges; manage/coordinate PRAs Citywide. (Citywide Goal A: Government Leadership)
- In conjunction with Information Technology, implement and assist with Electronic Records Project. (Citywide Goal B: Fiscally/Managerially Responsible)
- Upgrade Imaging System to "Rio" Platform. (Citywide Goal B: Fiscally/Managerially Responsible)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Increase document imaging system repository	Increased by 100,222 (Actual images 3,275,453	Increased by 120,000 (Actual 3,395,454 images)	Increased by 154,609 (Actual 3,550,063 images)	Increase by 100,000 images	Increase by 100,000 images
Percentage of Public Record Act Requests processed within legal time frames(A)	N/A	100% on time	100% on time	100% on time	100% on time
Number of times Laserfiche/Weblink accessed for research (internal & public)	Decreased 23%; Actual 16,946.	92,690 (log in modified which increased	505,841*	N/A*	N/A*

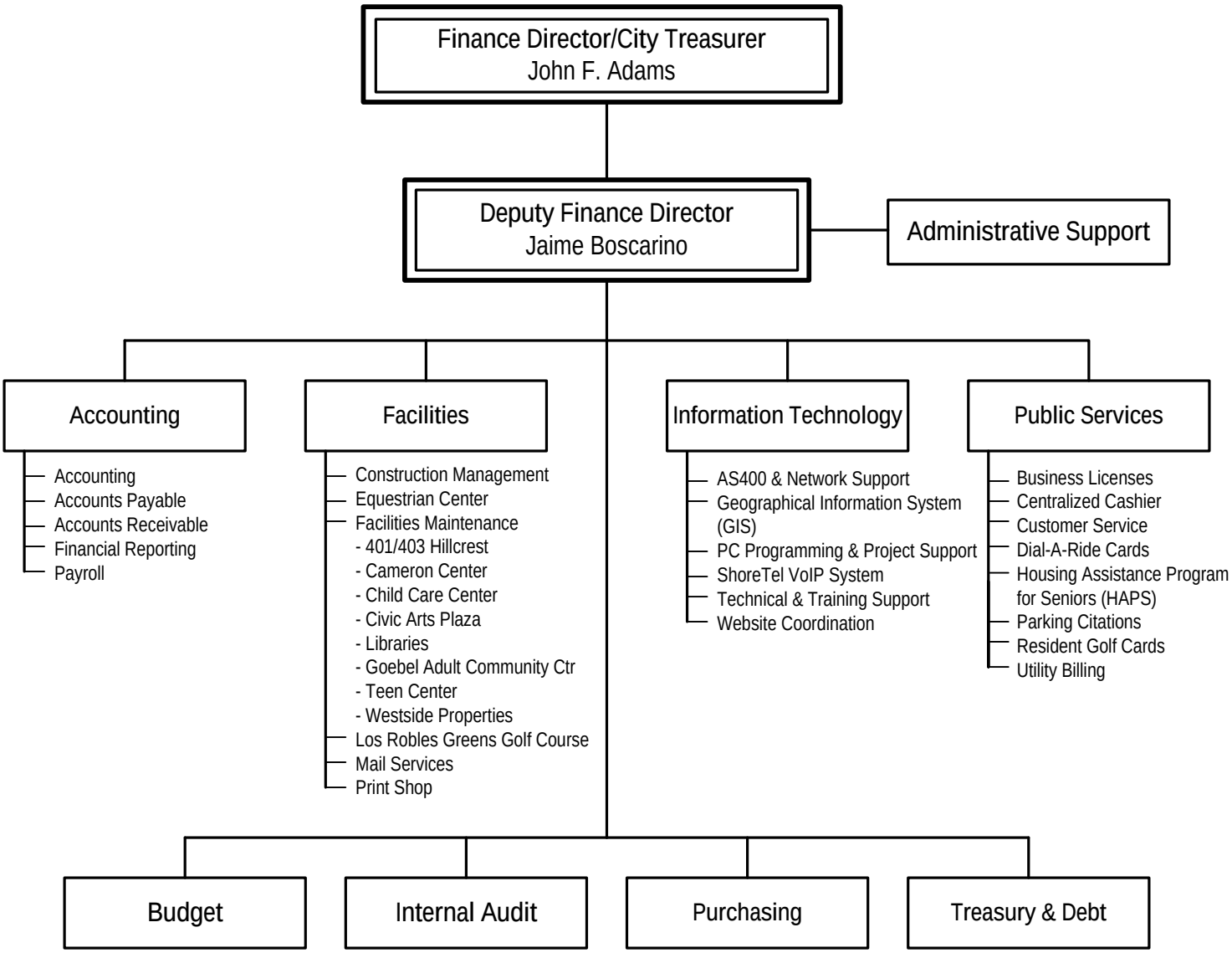
(A)New Program for FY 2013-14

*Figures being skewed by webcrawlers; accurate figures unattainable

FINANCE

The Finance Department divisions include Administration/Public Support, Accounting, General Services (Purchasing, Print Shop, and Mail Services), Facilities, and Information Technology. In addition to responsibility for the City's overall financial operation, the Finance Department manages assessment district information, building construction and maintenance, and reprographics.

Finance



Total Employees:
FY15-16: 55
FY16-17: 55

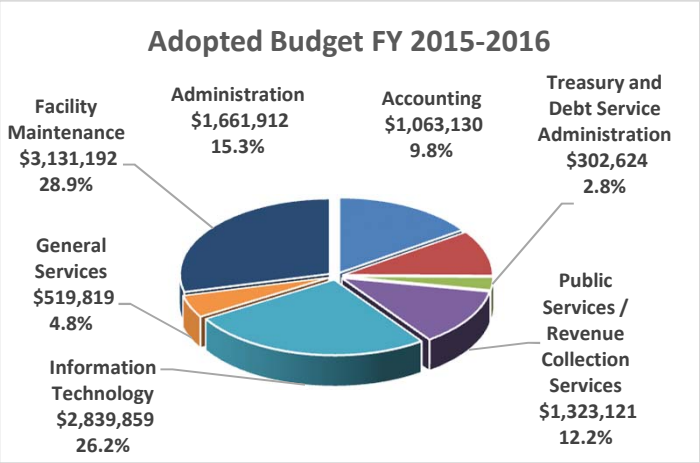
FINANCE

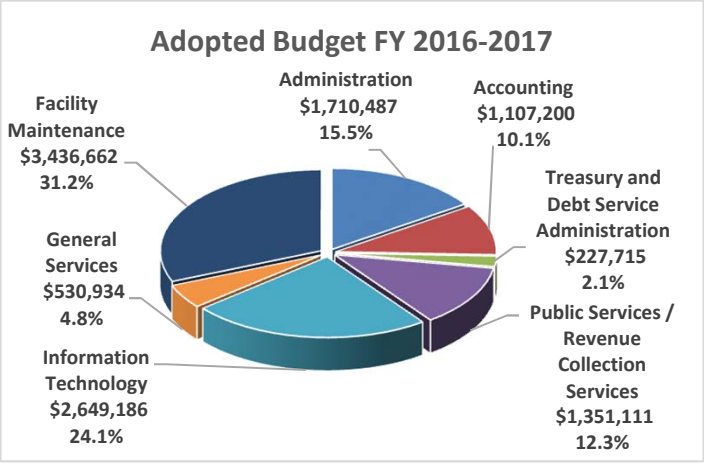
GENERAL FUND
PROGRAMS SUMMARY

Finance Department Mission Statement

To provide all City stakeholders with accurate and timely financial information, well-maintained City-owned facilities, extraordinary customer service, and dependable information technology resources in the most efficient and effective manner.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocation Summary				
Administration	$ 1,201,285	1,767,991	1,661,912	1,710,487
Accounting	954,053	1,098,325	1,063,130	1,107,200
Treasury and Debt Service Administration	149,305	206,979	302,624	227,715
Public Services / Revenue Collection Services	1,095,625	1,226,202	1,323,121	1,351,111
Information Technology	2,378,574	2,705,501	2,839,859	2,649,186
General Services	180,448	286,182	519,819	530,934
Facility Maintenance	4,707,611	16,484,103	3,131,192	3,436,662
Total	$ 10,666,901	23,775,283	10,841,657	11,013,295

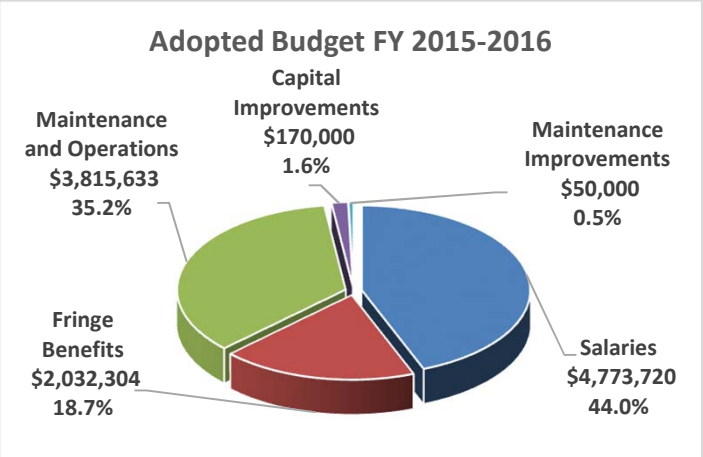


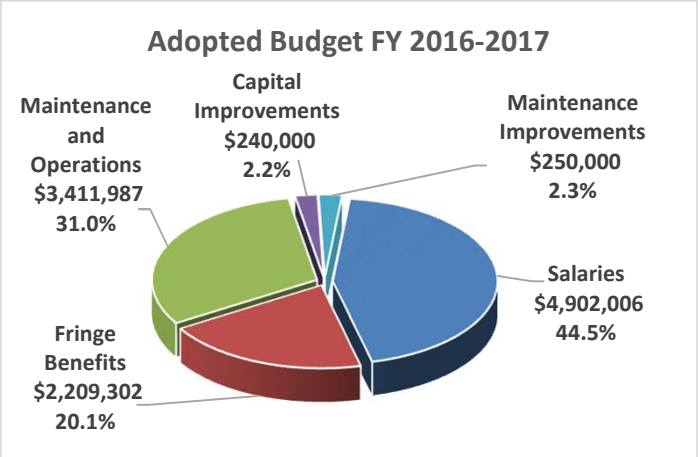


FINANCE

GENERAL FUND
ALLOCATION SUMMARY

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 3,834,968	3,920,651	4,773,720	4,902,006
Fringe Benefits	1,660,733	1,985,855	2,032,304	2,209,302
Maintenance and Operations:				
Supplies and Equipment	686,335	678,104	790,290	637,190
Repairs and Maintenance	770,261	916,372	1,036,230	1,067,230
Professional/Contractual Services	1,407,240	3,099,784	2,194,050	2,100,250
Utilities	750,619	803,500	1,033,650	1,047,550
Equipment/Building Rental	536,305	632,631	714,691	721,378
Training and Memberships	51,574	82,485	95,405	91,155
Asset Replacement Funding	332,639	373,463	361,502	248,640
Total Maintenance and Operations	4,534,973	6,586,339	6,225,818	5,913,393
Charge Backs	(1,584,635)	(1,613,752)	(2,410,185)	(2,501,406)
Capital Outlay:				
Capital Outlay	87,697	669,706	338,000	200,000
Use of Asset Replacement	(72,697)	(705,128)	(338,000)	(200,000)
Total Capital Outlay	15,000	(35,422)	-	-
Capital Improvements	2,205,862	12,931,612	170,000	240,000
Maintenance Improvements	-	-	50,000	250,000
Total Program Allocations	$ 10,666,901	23,775,283	10,841,657	11,013,295





FINANCE

GENERAL FUND
ADMINISTRATION

Program Description

This program is responsible for management oversight and general support for department, including administrative support, office supplies, records management, internal auditing, budget coordination, purchasing, special projects, miscellaneous management reporting, and coordination of all issues having a financial impact with City departments, the Redevelopment Agency, and outside agencies.

		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations					
Salaries	$	821,886	832,219	1,009,369	1,035,363
Fringe Benefits		367,164	419,863	410,668	437,549
Maintenance and Operations:					
Supplies and Equipment		29,533	33,300	35,200	33,200
Repairs and Maintenance		4,500	6,400	6,400	6,400
Professional/Contractual Services		74,222	545,512	227,100	227,100
Utilities		61	-	-	-
Equipment/Building Rental		3,900	7,700	2,200	2,200
Training and Memberships		19,924	24,775	28,475	27,875
Total Maintenance and Operations		132,140	617,687	299,375	296,775
Charge Backs		(119,905)	(101,778)	(57,500)	(59,200)
Total Program Allocations	$	1,201,285	1,767,991	1,661,912	1,710,487

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 7.25; FY 2016-17 - 7.25

FUNDING SOURCE: This program is funded 100% by General Fund

FINANCE

GENERAL FUND
ADMINISTRATION
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide general administrative direction to the Department and to execute various mandated responsibilities, including protection of the City's assets, distribution of timely and accurate financial and budget information, and oversight of the City's Purchasing function.

Goal(s)

- Provide timely financial and budget information to City Council and staff, as well as economic trends that may affect the City.
- Review City operations to identify opportunities for savings and/or more efficient and effective operations.
- Manage and coordinate Purchasing activities and provide ongoing training and services to City departments.

Prior Budget Accomplishments

- Prepared two-year Operating and Capital Improvement Program (CIP) Budgets and submitted to Government Finance Officers Association (GFOA) and the California Society of Municipal Finance Officers (CSMFO) awards program for Fiscal Years 2013-15 and received budget awards from both organizations (February 2014).
- Completed campaign disclosure (August 2013), Best Value TOT collection practices (January 2014), Janitorial special project (January 2014), Enterprise fleet management (January 2014), Fraud Hotline (May 2015).
- Finalized the Purchasing Manual, policies and procedures and provided one Citywide and three department specific trainings to rollout the new manual. Hosted a Federal Transit Administration (FTA) Procurement Overview training for City staff and outside agencies, which was attended by 30 Purchasing professionals and Transit Managers. Conducted numerous informal Purchasing trainings including requisition entry, Purchasing basics and best practices, formal and informal bids, contract processing, and task orders (Ongoing).
- Achieved a 97% overall satisfaction rating on an internal customer service survey for Purchasing (May 2015).

Objective(s)

- Prepare and implement the City's FYs 2015-17 biennial Operating and Capital Improvement Program (CIP) Budgets; submit and receive GFOA and CSMFO Budget Awards. (Citywide Goal B: Fiscally/Managerially Responsible)
- Issue three audit/special project reports annually. Projects are based on annual risk-based audit plan, but will also include other unscheduled projects. Projects scheduled for the next two fiscal years include completing a Police cost study, cable franchise audit, and golf course audit. (Citywide Goal B: Fiscally/Managerially Responsible)
- Provide Citywide training on Purchasing laws, regulations, and procedures, and assist with departmental practices by providing a minimum of four training classes per year. (Citywide Goal B: Fiscally/Managerially Responsible)
- Achieve a 90% overall satisfaction rating on an internal customer service survey for Purchasing. (Citywide Goal B: Fiscally/Managerially Responsible)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Receive GFOA and CSMFO Budget Awards	N/A	Yes	N/A	Yes	N/A
Audit reports and special projects reports issued	0	2	2	3	3
Internal customer service survey (Purchasing)(A)	96%	Ongoing	97%	Ongoing	95%

Performance Measure Notes

(A)Survey is biennial with next survey to be issued spring 2017.

FINANCE

GENERAL FUND
ACCOUNTING

Program Description

This program provides financial management and reporting, budgeting, payroll, accounts payable, cash receipts, and accounting services for the City, consistent with legal requirements and generally accepted accounting principles.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 636,623	644,133	911,580	936,364
Fringe Benefits	280,870	316,098	397,931	440,808
Maintenance and Operations:				
Supplies and Equipment	5,273	7,400	6,540	7,940
Professional/Contractual Services	82,455	179,520	129,000	119,000
Equipment/Building Rental	1,467	-	2,200	2,200
Training and Memberships	10,157	11,785	13,675	12,975
Total Maintenance and Operations	99,352	198,705	151,415	142,115
Charge Backs	(62,792)	(60,611)	(397,796)	(412,087)
Total Program Allocations	$ 954,053	1,098,325	1,063,130	1,107,200

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 11.00; FY 2016-17 - 11.00

FUNDING SOURCE: This program is funded 100% by General Fund

FINANCE

GENERAL FUND
ACCOUNTING
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide relevant, reliable, and timely financial services and information, provide assistance to all City programs to ensure financial accountability, and maintain the historical integrity of City accounting documents and financial records.

Goal(s)

- Serve as ongoing resource to City departments to ensure accurate and timely processing of accounts payable, accounts receivable, payroll, capital and grant account transactions.
- Ensure timely and accurate compliance with Federal, State, and County financial reporting requirements.
- Improve the efficiency and effectiveness of the Accounting Division operations.

Prior Budget Accomplishments

- Published FY 2012-13 and FY 2013-14 Comprehensive Annual Financial Reports (CAFRs) by required deadlines and received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for both years (June 2013 and 2014).
- Filed seven FY 2012-13 and FY 2013-14 California State Controller's Reports by applicable deadlines (October and December 2013 and 2014).

Additional Accomplishments

- Successfully integrated Business Management Group, formerly under the Public Works Department, into the Accounting Division (February 2015).
- In conjunction with Information Technology, implemented Executime, paperless timesheets (June 2015).
- Inventoried and processed prior years' property damage claims (May 2015).
- Enrolled approximately 20 new vendors for Direct Deposit payments (ongoing).

Objective(s)

- Publish FY 2014-15 and FY 2015-16 CAFRs, meeting requirements for GFOA Certificate of Achievement for Excellence in Financial Reporting. (Citywide Goal B: Fiscally/Managerially Responsible)
- Submit seven FY 2014-15 and FY 2015-16 California State Controller's Reports by applicable reporting deadlines. (Citywide Goal B: Fiscally/Managerially Responsible)
- Provide specific cross-training opportunities for Senior Accounting Staff (Citywide Goal J: Succession Planning)
- Increase the number of vendors using Direct Deposit payments. (Citywide Goal B: Fiscally/Managerially Responsible)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Submit CAFR annually and receive awards from GFOA	Yes	Yes	In-Progress	Yes	Yes
Submit California State Controller's reports by established due date	Yes	Yes	In-Progress	Yes	Yes

FINANCE

GENERAL FUND
TREASURY & DEBT SERVICE ADMINISTRATION

Program Description

This program is responsible for the investment of City funds, administration of banking transactions, and administration of the City's legal and fiduciary responsibilities for timely payment of principal and interest on the City's outstanding bond obligations and for ongoing bond disclosure.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 73,409	71,081	79,092	81,371
Fringe Benefits	27,927	31,750	28,932	33,944
Maintenance and Operations:				
Supplies and Equipment	444	500	800	800
Professional/Contractual Services	104,799	155,271	197,600	115,600
Training and Memberships	2,767	5,000	5,000	5,000
Total Maintenance and Operations	108,010	160,771	203,400	121,400
Charge Backs	(60,041)	(56,623)	(8,800)	(9,000)
Total Program Allocations	$ 149,305	206,979	302,624	227,715

Budget Variance: FY 2015-16 Professional/Contractual Services includes funding for Citywide Rating Consultant/Service.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 0.75; FY 2016-17 - 0.75

FUNDING SOURCE: This program is funded 100% by General Fund

FINANCE

GENERAL FUND
TREASURY & DEBT SERVICE ADMINISTRATION
OBJECTIVES & PERFORMANCE MEASURES

Mission
To manage the Treasury and Debt Service programs and related activities.

Goal(s)
- Ensure City's cash and investments are in accordance with the City's Investment Policy, which emphasizes safety, liquidity, and yield.
- Manage new and existing debt issues in accordance with the City's Debt Policy, and carry out these responsibilities in a timely, effective, and complete manner.

Prior Budget Accomplishments
- Continued work to create Auto Mall Community Facilities District for the purpose of increasing surface public parking spaces (ongoing).

Additional Accomplishments
- Treasury Staff continued to upgrade knowledge and skills through in-house training and workshops offered by professional organizations. Continued review of investment strategy as market and economic conditions changed during the year (ongoing).

Objective(s)
- Invest City funds in accordance with City's Investment Policy (accomplish by investing in funds with no realized losses, meeting interest yield benchmark consistent with economic factors, and meeting all reporting requirements). (Citywide Goal B: Fiscally/Managerially Responsible)
- Manage the City's debt program in accordance with City's Debt Policy (accomplish by processing principal and interest payments in a timely manner and by submitting reporting requirements as specified). (Citywide Goal B: Fiscally/Managerially Responsible)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Investment portfolio earnings	$2,300,000	$1,900,000	$2,500,000	$2,600,000	$2,800,000
Investment yield	0.93%	0.87%	1.03%	1.15%	1.25%
Investment benchmark(A)	0.65%	0.87%	1.05%	1.62%	2.23%
Number of bond issues managed	10	10	9	9	9

Performance Measure Notes
(A)Investment benchmark: As of January 2012, the City benchmark is the three-year U.S. Treasury Note.

FINANCE

GENERAL FUND

PUBLIC SERVICES AND REVENUE COLLECTION SERVICES

Program Description

This program provides customer support, administration and revenue collection for Utility Bills, Business Taxes, Parking Citations, False Alarms, Transient Occupancy Tax, Subsidized Taxi Cards, Driving Under the Influence Fees, Golf Cards, Animal Licenses, and Facilities Rental. In addition, administration of the Housing Assistance Program for Seniors, as well as cashiering and City Hall telephone switchboard services, are provided.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 599,411	631,635	694,074	717,223
Fringe Benefits	259,888	334,147	304,092	324,933
Maintenance and Operations:				
Supplies and Equipment	166,636	154,550	156,850	155,000
Professional/Contractual Services	220,047	296,200	164,850	149,850
Equipment/Building Rental	4,267	3,400	2,900	2,900
Training and Memberships	3,543	7,625	7,155	8,205
Total Maintenance and Operations	394,493	461,775	331,755	315,955
Charge Backs	(158,167)	(201,355)	(6,800)	(7,000)
Total Program Allocations	$ 1,095,625	1,226,202	1,323,121	1,351,111

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 10.00; FY 2016-17 - 10.00

FUNDING SOURCE: This program is funded 100% by General Fund

FINANCE

GENERAL FUND
PUBLIC SERVICES AND REVENUE COLLECTION SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission

To enhance revenue collection through timely billing and effective delinquency processing. Provide courteous reception, efficient follow-up, and timely response to public requests, while exhibiting "teamwork" in performing daily customer service functions.

Goal(s)

- Leverage technology to automate processes which maximize staff efficiency and provide easy access to the public for payment processing and information related to City programs and services.

Prior Budget Accomplishments

- Passed and implemented new ordinance related to taxicab regulations (July 2013).
- Upgraded online payment system to incorporate more features and functionality for customers (September 2014).
- Redefined cashiering functions to make customer experience more efficient (March 2015).
- Maintained a low percentage of uncollectible utility billings at less than 0.5% (ongoing).

Additional Accomplishments

- Implemented new product with bank to receive more home banking payments electronically February 2015).

Objective(s)

- Stabilize or improve revenue collection. (Citywide Goal B: Fiscally/Managerially Responsible)
- Implement new parking citation software and handheld devices to reduce staff time associated with data entry and collect revenue more efficiently. (Citywide Goal B: Fiscally/Managerially Responsible)
- Provide support for water conservation efforts by helping to educate public. (Citywide Goal A: Government Leadership)
- Bill water and wastewater customers in accordance with bi-monthly schedule with accuracy rate of 99%. (Citywide Goal B: Fiscally/Managerially Responsible)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Average wait time for inbound customer service calls	57 sec.	1 min 3 sec.	1 min 27 sec.	1 min 15 sec	1 min 15 sec
Number of business licenses	11,740	11,648	11,650	11,700	11,800
Number of utility bills produced	221,253	221,477	221,500	221,500	221,500
Percentage of automated utility bill payments	94.1%	94.9%	96.9%	97%	97.5%
Percentage of manual utility bill payments	5.9%	5.1%	4.1%	3%	2.5%

FINANCE

GENERAL FUND
INFORMATION TECHNOLOGY

Program Description

This program provides for the budgeting, purchasing, installation, maintenance, training, new technology project review, and development of the City's computer systems. Information Technology provides for operation and maintenance of the City's AS/400 computer system that runs the City's financial, building permits, water and wastewater billing, and other major staff support systems. Also, the program provides for operation and maintenance of the City's 400+ PCs, wide-area computer network and associated hardware and software, ShoreTel phone system, a PC training program available to City staff, and project review and funding for new Citywide software and technology.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 957,453	983,511	1,116,054	1,144,614
Fringe Benefits	393,899	482,445	459,564	487,597
Maintenance and Operations:				
Supplies and Equipment	253,673	214,610	311,900	175,900
Repairs and Maintenance	381,837	483,985	534,780	566,280
Professional/Contractual Services	86,377	186,848	183,200	173,400
Training and Memberships	14,744	29,500	38,250	34,250
Asset Replacement Funding	309,344	341,912	279,311	153,045
Total Maintenance and Operations	1,045,975	1,256,855	1,347,441	1,102,875
Charge Backs	(18,753)	(17,310)	(83,200)	(85,900)
Capital Outlay:				
Capital Outlay	72,697	181,128	263,000	170,000
Use of Asset Replacement	(72,697)	(181,128)	(263,000)	(170,000)
Total Capital Outlay	-	-	-	-
Total Program Allocations	$ 2,378,574	2,705,501	2,839,859	2,649,186

Budget Variance: PC replacement schedule reinstated and communications for MSC Expansion.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 11.00; FY 2016-17 - 11.00

FUNDING SOURCE: This program is funded 100% by General Fund

FINANCE

GENERAL FUND
INFORMATION TECHNOLOGY
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide and maintain efficient security, storage, retrieval, and reporting of electronically-processed information throughout the City. Advise City staff on appropriate solutions to information processing and telecommunication needs, including both hardware and software requirements. Provide timely computer programming services to enhance staff productivity. Provide comprehensive training and support to City staff on SunGard/Naviline/iSeries Systems, PC Applications, Geographic Information System (GIS), ShoreTel VoIP phone system and mobile devices.

Goal(s)

- Maintain and enhance City's performance through use of City's network and computer systems.

Prior Budget Accomplishments

- Completed expansion of City network storage through acquiring additional Storage Area Network (SAN) system components (December 2014).
- Continued virtualization of network servers to reduce air conditioning costs, electrical requirements, and improving our disaster recovery ability (Ongoing).
- Worked with Public Works staff on plans for fiber expansion of the City network. Developed plans for the extension of City owned fiber at facilities to improve network communication (May 2015).

Additional Accomplishments

- Broadened scope and availability of City computer systems by designing Citywide WiFI network for public and private access (June 2014).
- Implemented electronic time sheet program (June 2015).
- Deployed new email archiving system resulting from adoption of Citywide email retention policy (February 2015).

Objective(s)

- Upgrade the City's mapping and GIS system to use new browser and integrate new work flow tools for support of City staff. (Citywide Goal B: Fiscally/Managerially Responsible)
- Continue the expansion of server virtualization Citywide and leverage SAN for backup and disaster recovery efforts. (Citywide Goal B: Fiscally/Managerially Responsible)
- Lead the selection and construction of City owned fiber connectivity between the MSC, T.O. library and City Hall. (Citywide Goal B: Fiscally/Managerially Responsible)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Network resources uptime percentage	98.6%	99.8%	99.2%	99%	99%
Percentage of PC users receiving training through IT (PC users trained / total # of PC users)(A)	32%	25%	21%	30%	30%
Percentage of incoming email blocked as Spam (blocked email (Spam)/total number email)	97%	95%	96%	95%	95%
Percentage of PCs replaced (number of PCs replaced/total number of PCs Citywide)(B)	17%	28%	33%	25%	25%

Performance Measure Notes

(A)In addition to regular staff application training, during FY 2014-15, City staff received training on email retention and mobile devices.
(B)PC replacement percentage increased slightly due to Windows XP replacement with Windows 7 workstations.

FINANCE

GENERAL FUND
GENERAL SERVICES

Program Description

This program provides services of Reprographics and Mail Services ensuring production of high quality products at competitive pricing, and timely, cost-efficient mail processing.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 98,663	122,716	132,938	136,048
Fringe Benefits	46,501	63,235	56,248	64,303
Maintenance and Operations:				
Supplies and Equipment	123,969	167,450	139,550	139,700
Repairs and Maintenance	31,032	95,100	19,100	19,100
Equipment/Building Rental	120,998	150,853	242,000	242,000
Training and Memberships	-	700	200	200
Asset Replacement Funding	4,241	4,286	4,283	4,283
Total Maintenance and Operations	280,240	418,389	405,133	405,283
Charge Backs	(244,956)	(318,158)	(74,500)	(74,700)
Capital Outlay:				
Capital Outlay	-	24,000	-	-
Use of Asset Replacement	-	(24,000)	-	-
Total Capital Outlay	-	-	-	-
Total Program Allocations	$ 180,448	286,182	519,819	530,934

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 4.00; FY 2016-17 - 4.00

FUNDING SOURCE: This program is funded 100% by General Fund

FINANCE

GENERAL FUND
GENERAL SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission

To oversee, manage, and coordinate activities for City's Reprographics and Mail Services functions in an efficient and cost-effective manner, providing timely, accurate, and user-friendly service.

Goal(s)

- Manage and coordinate General Services activities and provide ongoing training and services to City departments, while ensuring full cost recovery and competitive program costs when appropriate.

Prior Budget Accomplishments

- Processed mass mailings with a pre-sort postage rate 95% of the time. Processed and mailed utility bills within two days of review by Public Services Division (ongoing).
- Continued to offer Print Shop services to non-City groups at below market prices (ongoing).

Objective(s)

- Promote Print Shop and Mail Services capabilities, with an emphasis on color copies, bindery, scanning, and pre-sort mailings for reduced postage rates. (Citywide Goal B: Fiscally/Managerially Responsible)
- Process outgoing daily City mail ensuring discount postage rates by presorting a minimum of 95% of all mass mailings. Ensure timely delivery of collectibles for optimum receipt of revenue by mailing utility bills within three days of receipt from Public Services. (Citywide Goal B: Fiscally/Managerially Responsible)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Average number of days before utility bills are mailed once received from Public Services(A)	1.5	2	1.5	2.0	2.0
Print requests completed by customer-requested due date 95% of the time	98%	95%	95%	95%	95%

Performance Measure Notes

(A)Standard is no more than three days once received from Public Services.

FINANCE

GENERAL FUND
FACILITY MAINTENANCE

Program Description

This program maintains the following facilities: Kavli and Scherr Forum Theatres, City Hall and Civic Arts Plaza Park, Parking Structure, Child Care Center, Cameron Center, Teen Center, Senior Adult Center, 401 W. Hillcrest, 403 W. Hillcrest, Day Labor Site, Westside Properties, Libraries, and Transportation Center. This program also manages the lease and management agreements for the Los Robles Golf Course and Community Banquet and Rancho Potrero Equestrian Center and coordinates the development of future facilities, renovations, and expansions.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 647,523	635,356	830,613	851,023
Fringe Benefits	284,484	338,317	374,869	420,168
Maintenance and Operations:				
Supplies and Equipment	106,807	100,294	139,450	124,650
Repairs and Maintenance	352,892	330,887	475,950	475,450
Professional/Contractual Services	839,340	1,736,433	1,292,300	1,315,300
Utilities	750,558	803,500	1,033,650	1,047,550
Equipment/Building Rental	405,673	470,678	465,391	472,078
Training and Memberships	439	3,100	2,650	2,650
Asset Replacement Funding	19,054	27,265	77,908	91,312
Total Maintenance and Operations	2,474,763	3,472,157	3,487,299	3,528,990
Charge Backs	(920,021)	(857,917)	(1,781,589)	(1,853,519)
Capital Outlay:				
Capital Outlay	15,000	464,578	75,000	30,000
Use of Asset Replacement	-	(500,000)	(75,000)	(30,000)
Total Capital Outlay	15,000	(35,422)	-	-
Capital Improvements	2,205,862	12,931,612	170,000	240,000
Maintenance Improvements	-	-	50,000	250,000
Total Program Allocations	$ 4,707,611	16,484,103	3,131,192	3,436,662

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 10.95; FY 2016-17 - 10.95

FUNDING SOURCE: This program is funded 100% by General Fund

FINANCE

GENERAL FUND
FACILITY MAINTENANCE
OBJECTIVES & PERFORMANCE MEASURES

Mission
To develop, maintain, and renovate assigned City facilities in a safe, timely, friendly, and helpful manner with a strong commitment to quality.

Goal(s)
- Maintain assigned City facilities with minimum disruption to operations, manage assigned City facilities lease and management agreements in a fiscally and managerially responsible and prudent manner, and complete capital improvement projects within budget.

Prior Budget Accomplishments
- Conducted inspections of each facility to determine necessary maintenance and repair tasks (annually).
- Completed an average of 95% customer-related Work Orders within 48 hours of completion date scheduled over the two-year budget period (June 2014).
- Completed an average of 96% routine maintenance Work Orders within 48 hours of completion date scheduled over the two-year budget period (June 2014).
- Capital projects progressed as directed by Council Ad Hoc Committee (ongoing).

Additional Accomplishments
- Completed construction of Newbury Park Library Parking Lot Renovation (CI5169) (July 2014).
- Completed construction of CAP Theatre Audio Rigging (CI5250) (August 2014).
- Completed construction of 401 Hillcrest Visitor Center Remodel (CI5254) (August 2014).

Objective(s)
- Complete 94% of customer-requested Work Orders by date scheduled. (Citywide Goal E: Public Infrastructure)
- Complete 93% of preventative-maintenance/routine Work Orders within 48 hours of date scheduled. (Citywide Goal E: Public Infrastructure)
- Manage lease agreement for equestrian center with minimal (<$2,500 annually) operating expense to General Fund. (Citywide Goal B: Fiscally/Managerially Responsible)
- Complete capital improvement projects within assigned budgets. (Citywide Goal B: Fiscally/Managerially Responsible)

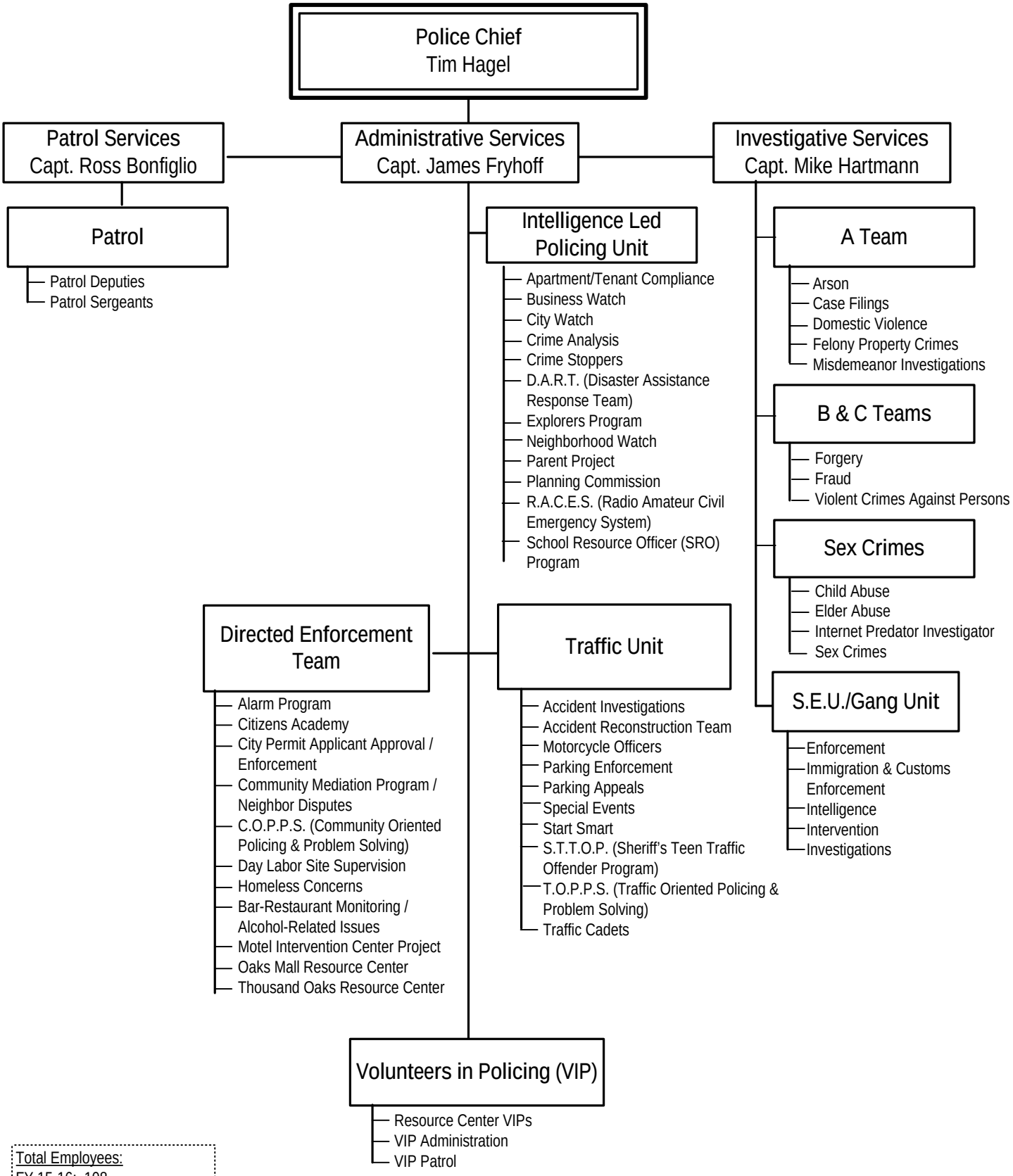
Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Total number of Work Orders	3,099	3,119	3,313	3,600	3,600
Percentage of customer-requested Work Orders completed by date scheduled	94%	96%	96%	95%	95%
Number of preventative-maintenance Work Orders	1,996	2,050	2,173	2,200	2,200
Percentage of preventative-maintenance/routine Work Orders completed within 48 hours of date scheduled	96%	96%	95%	95%	95%
Equestrian Center operating expenses	<$2,500	<$2,500	<$2,500	<$2,500	<$2,500

POLICE

Since its incorporation in 1964, Thousand Oaks has contracted with the Ventura County Sheriff's Department for law enforcement services. As the City has evolved into a well planned and highly desirable community to live, work and recreate in, the women and men of the Police Department continue to dedicate their professional skills toward enhancing the strong partnership we enjoy with the people we serve.

Thousand Oaks is a leader in the development of proactive law enforcement strategies and prevention programs, all intended to keep our community safe and to maintain the quality of life our residents expect. In addition to the core patrol, traffic, and investigative services typical among comparable cities, Thousand Oaks provides specialized services in response to community concerns and input.

Police



Total Employees:
FY 15-16: 108
FY 16-17: 108

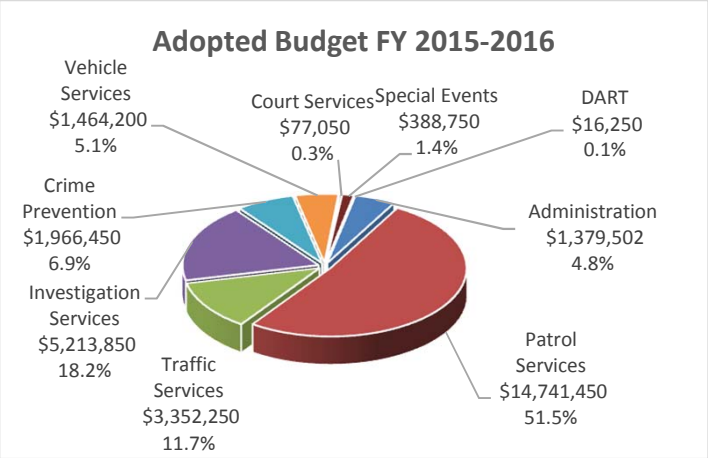
POLICE

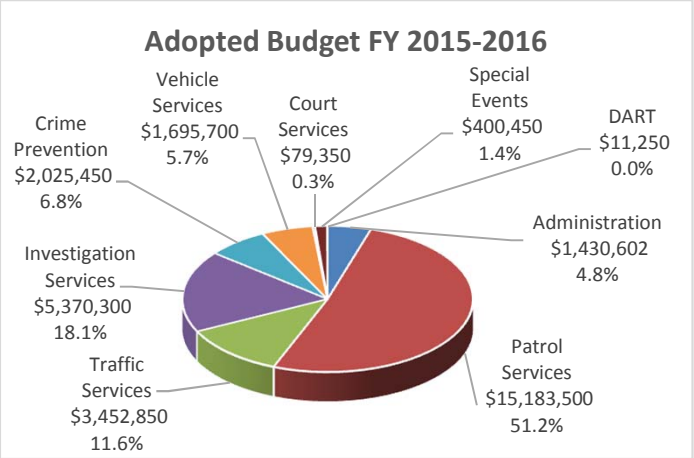
GENERAL FUND
PROGRAMS SUMMARY

Police Department Mission Statement

To safeguard the lives and property of residents of Thousand Oaks and respond to public concerns in a manner that promotes neighborhoods free from the fear of crime.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocation Summary				
Administration	$ 1,211,238	1,429,870	1,379,502	1,430,602
Patrol Services, Special Enforcement Unit and Bicycle Patrol	13,794,150	14,334,000	14,741,450	15,183,500
Traffic Services	3,162,804	3,522,100	3,352,250	3,452,850
Investigation Services	4,947,794	4,921,900	5,213,850	5,370,300
Crime Prevention	1,661,268	1,915,500	1,966,450	2,025,450
Vehicle Services	1,115,471	1,331,832	1,464,200	1,695,700
Court Services	79,188	83,600	77,050	79,350
Special Events and Overtime Services	425,425	502,500	388,750	400,450
DART	14,370	15,364	16,250	11,250
Total	$ 26,411,708	28,056,666	28,599,752	29,649,452

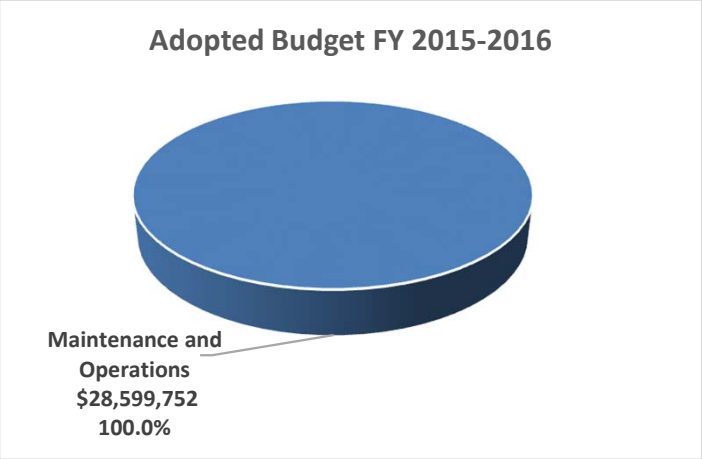


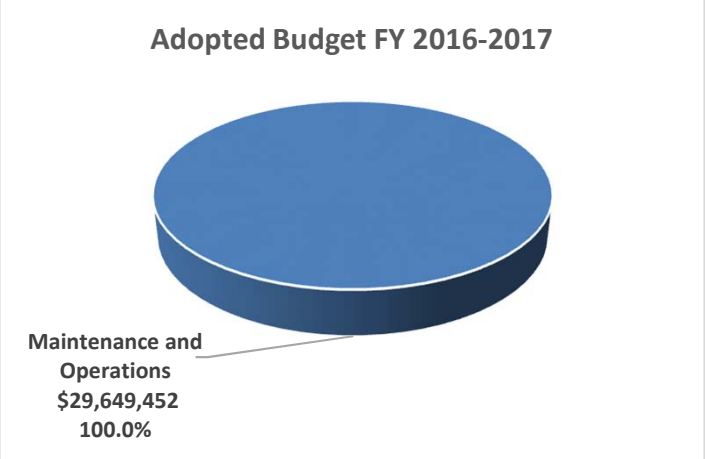


POLICE

GENERAL FUND
ALLOCATION SUMMARY

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Fringe Benefits	$ 11,700	-	-	-
Maintenance and Operations:				
Supplies and Equipment	253,334	345,949	317,350	316,050
Repairs and Maintenance	10,044	20,764	15,500	15,500
Professional/Contractual Services	7,467	73,200	77,000	77,000
Police Contract Services	25,996,574	27,415,900	28,019,900	29,053,900
Utilities	54,358	60,510	72,800	64,450
Training and Memberships	23,853	27,620	29,540	29,540
Asset Replacement Funding	54,378	112,723	67,662	93,012
Total Maintenance and Operations	26,400,008	28,056,666	28,599,752	29,649,452
Capital Outlay:				
Capital Outlay	74,574	191,274	184,916	122,286
Use of Asset Replacement	(74,574)	(191,274)	(184,916)	(122,286)
Total Capital Outlay	-	-	-	-
Total Program Allocations	$ 26,411,708	28,056,666	28,599,752	29,649,452





POLICE

GENERAL FUND
ADMINISTRATION

Program Description

The City contracts with the Ventura County Sheriff's Department for law enforcement services. This program is responsible for the oversight and support of the day-to-day operations of the Police Department. This program provides funding for the Police administrative staff, district attorney community prosecution program, Crisis Intervention Team (CIT), High Tech Task Force, as well as supplies, materials, and equipment for the various Police Department programs including Patrol, Traffic, Investigations, and Crime Prevention/Community Oriented Policing and Problem Solving.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Fringe Benefits	$ 11,700	-	-	-
Maintenance and Operations:				
Supplies and Equipment	103,195	123,217	95,450	99,150
Repairs and Maintenance	7,318	16,500	15,500	15,500
Professional/Contractual Services	7,467	73,200	77,000	77,000
Police Contract Services	949,689	1,016,600	1,022,050	1,052,450
Utilities	54,358	60,510	72,800	64,450
Training and Memberships	23,133	27,120	29,040	29,040
Asset Replacement Funding	54,378	112,723	67,662	93,012
Total Maintenance and Operations	1,199,538	1,429,870	1,379,502	1,430,602
Capital Outlay:				
Capital Outlay	74,574	191,274	184,916	122,286
Use of Asset Replacement	(74,574)	(191,274)	(184,916)	(122,286)
Total Capital Outlay	-	-	-	-
Total Program Allocations	$ 1,211,238	1,429,870	1,379,502	1,430,602

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 3.00; FY 2016-17 - 3.00 (3 Ventura County police contract services positions)

FUNDING SOURCE: This program is funded 100% by General Fund

POLICE

GENERAL FUND
ADMINISTRATION
OBJECTIVES & PERFORMANCE MEASURES

Mission

To develop policy, oversee department personnel, and provide supplies and equipment for police operations in a fiscally-responsible manner while meeting the needs of the community and accomplishing departmental goals in accordance with City Council's goals and objectives.

Goal(s)

- Manage the overall effectiveness of Police Department operations to meet community needs in a fiscally responsible manner, while providing superior public safety services.

Prior Budget Accomplishments

- Remained one of the safest cities in the United States with a population over 100,000 (ongoing).
- Responded to citizen concerns in a timely and efficient manner (ongoing).
- Maintained sufficient level of training to allow officers to perform their duties (ongoing).
- Conducted ongoing evaluation of staff employment in six-month intervals (ongoing).

Additional Accomplishments

- Updated City police website with toolbar for parent resources (ongoing).
- Continued development of educational programs for youth and their parents, conducted numerous active shooter trainings for businesses and schools (ongoing).
- School Resource Officers impact students about making smart choices and wise decisions; in a continued effort to speak to every student in the middle schools and high schools (ongoing).
- Continued monthly "Coffee with the Chief" community outreach events to answer questions and address concerns from the residents (ongoing).

Objective(s)

- Employ Crime Analysis Unit to direct the efficient and effective deployment of police resources. (Citywide Goal C: Public Safety)
- Continue working closely with businesses and community groups to minimize crime of opportunity. (Citywide Goal C: Public Safety)
- Utilize the latest technology to investigate and suppress crime. (Citywide Goal C: Public Safety)
- Continue to expand social media footprint. (Citywide Goal C: Public Safety)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Safest cities ranking in the United States with a population over 100,000(A)	4	4	3	3	3
Number of Administrative Officers/number of training opportunities attended	15/28	13/51	13/29	13/30	13/30
Number of employment evaluations conducted	216	216	216	220	220
Number of City referrals/number of referrals resolved	27/26	27/27	24/24	24/24	24/24
Number of calls handled	53,763	53,549	52,545	53,000	53,000

Performance Measure Notes

(A)Safest City ranking is for all crimes per 1,000 residents.

POLICE

GENERAL FUND

PATROL SERVICES, SPECIAL ENFORCEMENT UNIT, AND DIRECTED ENFORCEMENT TEAM (BIKE PATROL)

Program Description

This program is responsible for providing Citywide uniformed police patrol and directed enforcements services to the City. The Special Enforcement Unit is responsible for conducting police operations dealing with local gangs, developing intelligence regarding gangs, providing investigative support to patrol and investigations, handling “hot” issues, providing gang awareness to the community and providing school liaison officers to coordinate police and school response to juvenile issues. The bicycle patrol unit focuses on business and residential areas best served by officers using this method of patrol.

		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations					
Maintenance and Operations:					
Supplies and Equipment	$	1,946	5,300	5,300	5,300
Police Contract Services		13,792,204	14,328,700	14,736,150	15,178,200
Total Maintenance and Operations		13,794,150	14,334,000	14,741,450	15,183,500
Total Program Allocations	$	13,794,150	14,334,000	14,741,450	15,183,500

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 61.00; FY 2016-17 - 61.00 (included in contracted services)

FUNDING SOURCE: This program is funded 100% by General Fund

POLICE

GENERAL FUND
PATROL SERVICES, SPECIAL ENFORCEMENT UNIT, AND DIRECTED ENFORCEMENT TEAM (BIKE PATROL)
OBJECTIVES & PERFORMANCE MEASURES

Mission
To develop and maintain positive relationships with the community, while providing effective enforcement efforts to preserve the community's public safety standards.

Goal(s)
- Maintain the City's "safest city" status through proactive patrol and enforcement efforts.

Prior Budget Accomplishments
- Continued providing presentations on bicycle/pedestrian safety education to schools and various community groups (ongoing).
- Worked with Department of Alcohol & Beverage Control (ABC) to provide responsible beverage service training to employees at local drinking establishments (ongoing).
- Continued participation in Alcohol & Beverage Control (ABC) grant program which includes involvement in undercover investigations in order to prevent accessibility of alcohol to underage drinkers (ongoing).
- Continued to educate ABC licensed establishments on ABC laws & regulations through inspections (ongoing).

Additional Accomplishments
- Continued to conduct unannounced compliance checks on all massage establishments to ensure compliance with laws (ongoing).
- Continued to conduct impact inspections on all on-sale & off-sale establishments in the City (ongoing).
- Continued to work on reduction of gang activity in multi-family apartment complexes (ongoing).
- Continued placement of public notices on human trafficking in all businesses & locations per SB1193 and CC52.6 (ongoing).

Objective(s)
- Reduce illegal panhandling Citywide. (Citywide Goal C: Public Safety)
- Continue to combat access of alcohol by underage drinkers through undercover operations by participation in the ABC grant (Citywide Goal C: Public Safety)
- Conduct two responsible beverage service trainings and compliance inspections to interested establishments. (Citywide Goal C: Public Safety)
- Conduct unannounced compliance checks on all foot massage establishments on Thousand Oaks Boulevard a minimum of one time per year. (Citywide Goal C: Public Safety)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Average response time to emergency calls (in minutes)	5.88	5.83	5.85	5.85	5.85
Number of arrests by Bike Patrol (DET)(A)	223	620	548	550	550
Number of gang investigations performed by SEU	200	32	50	50	50
Number of multijurisdictional cases worked	65	220	238	260	260

Performance Measure Notes
(A)Bike Patrol unit is now called the Directed Enforcement Team.

POLICE

GENERAL FUND
TRAFFIC SERVICES

Program Description

This program is responsible for the enforcement of Vehicle Code violations, investigation of traffic collisions, and review of special events, including continued implementation of Traffic Oriented Policing and Problem Solving (TOPPS) Program, continued expansion of civilian Sheriff Service Technicians (SSTs), cadets and volunteers to free up Police Officers for community policing and lowering the response times for higher priority calls for service.

		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations					
Maintenance and Operations:					
Police Contract Services	$	3,162,804	3,522,100	3,352,250	3,452,850
Total Program Allocations	$	3,162,804	3,522,100	3,352,250	3,452,850

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 16.00; FY 2016-17 - 16.00 (included in contracted services)

FUNDING SOURCE: This program is funded 100% by General Fund

POLICE

GENERAL FUND
TRAFFIC SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission
To increase traffic safety through enforcement efforts and community education.

Goal(s)
- Reduction of injuries and deaths from traffic collisions, including vehicles versus bicycles.

Prior Budget Accomplishments
- Provided directed patrol based on statistics, complaints, experience, or special event requirements (ongoing).
- Conducted thorough and complete traffic collision investigations in a fair and impartial manner, enabling the accurate determination of the cause of collisions (ongoing).
- Encouraged Vehicle Code compliance and safe driving through a visible presence on streets, school education, and media relations to decrease traffic collisions, including bicycles (ongoing).
- Increased awareness and enforcement of the crime of Driving Under the Influence (DUI) of alcohol and/or drugs through education, enforcement, and the pursuit of grants (ongoing).

Additional Accomplishments
- Successfully recruited and trained the traffic unit's senior deputy and three new cadets after transfers to new assignments (ongoing).
- Successfully completed through the Sheriff's Office, the Office of Traffic Safety (OTS) Selective Enforcement Program grant (completed).

Objective(s)
- Continue to meet the goals & objectives of the current STEP grant, which include conducting: 6 DUI checkpoints, train personnel in DUI detection and arrest, 8 different kinds of specific enforcement operations, 6 traffic educational presentations, and continue to collaborate with AVOID partners. (Citywide Goal C: Public Safety)
- Update the traffic bureau's traffic collision reporting system and records keeping software. (Citywide Goal C: Public Safety)
- Continue to improve traffic safety on Westlake Blvd. (Citywide Goal C: Public Safety)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Number of directed patrols	210	220	230	245	255
Number of traffic collisions	1,483	1,474	1,469	1,450	1,440
Number of educational events(A)	40	40	45	50	50

Performance Measure Notes
(A)Educational events include the Bike Rodeo, Smart Start, and other traffic safety talks at elementary schools, high schools, and public meetings.

POLICE

GENERAL FUND
INVESTIGATION SERVICES

Program Description

This program is responsible for investigation of all misdemeanor and felony crimes occurring within the City in addition to acting as a liaison to the courts to provide follow-up on all criminal filings and is responsible for the online predator program.

		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations					
Maintenance and Operations:					
Police Contract Services	$	4,947,794	4,921,900	5,213,850	5,370,300
Total Program Allocations	$	4,947,794	4,921,900	5,213,850	5,370,300

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 19.00; FY 2016-17 - 19.00 (included in contracted services)

FUNDING SOURCE: This program is funded 100% by General Fund

POLICE

GENERAL FUND
INVESTIGATION SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission
To investigate all reported criminal activity to ensure that the City remains one of the "safest cities."

Goal(s)
- Be a criminal investigation service with an excellent case closure rate.

Prior Budget Accomplishments
- Continued to use civilians and volunteers to assist in data collection and case follow-up. Volunteers in Policing (VIPs) provided case follow-up, data entry, and office assistance by contributing over 6,300 hours during this budget period (ongoing).
- Maintained a partnership with Federal and State agencies to reduce narcotic sales and distribution within the City. Due to these partnerships, 500 drug related arrests were made during this budget period (ongoing).
- Continued to utilize the ability to listen to jail phone calls and record them for evidence, thereby reducing drive time to Ventura and allowing for a more streamlined case (ongoing).
- Continued to work closely with other agencies to combat universal crime trends (ongoing).

Additional Accomplishments
- Investigations Bureau continued audits on all detectives assigned to Thousand Oaks Police Department investigations unit. Detective sergeants selected cases at random, reviewed them thoroughly for completeness, follow-through, and overall quality. Monitored all reports, evidence, and any tape recorded interviews, and contacted victims to inquire about response to their respective case (ongoing).
- Continued to aggressively investigate graffiti cases (ongoing).
- Identified and addressed those locations that generate repeated calls for service (ongoing).

Objective(s)
- To continue to be a criminal investigation service with an excellent case closure rate. (Citywide Goal C: Public Safety)
- To gain more training for investigators through courses, seminars, and schools, enhancing their skills and expertise. (Citywide Goal C: Public Safety)
- Contact all victims of crimes within 24-hours of case assignment. (Citywide Goal C: Public Safety)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Penal Code 290 registration compliance(A)	98%	92%	93%	93%	93%
Number of investigators	15	18	18	18	18
Number of all types of cases received in Thousand Oaks	3,500	2,793	2,897	2,900	2,900
Case closure rate	86%	84%	85%	85%	85%

Performance Measure Notes
(A)California Penal Code 290 = Sex Offender Registration Act.

POLICE

GENERAL FUND
INTELLIGENCE LED POLICING (CRIME PREVENTION)

Program Description

This program is responsible for services pertaining to Crime Analysis, Community Oriented Policing and Problem Solving (COPPS), Crime Prevention, and Information Technology. Crime Analysis is responsible for identifying crime patterns, criminal offenders, and providing administrative support for effective resource deployment based upon statistical analysis of patterns. COPPS is responsible for the implementation of the Community Oriented Policing philosophy throughout the City. Crime Prevention is responsible for development of crime prevention services directed toward both residents and businesses. The program also manages the Volunteers in Policing (VIP) program, conducts environmental design of planning projects, deploys the Mobile Resource Center and conducts Citizen and VIP academies. Information Services is responsible for maintaining and supporting the Police Department's computers and local area network (LAN).

		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations					
Maintenance and Operations:					
Police Contract Services	$	1,661,268	1,915,500	1,966,450	2,025,450
Total Program Allocations	$	1,661,268	1,915,500	1,966,450	2,025,450

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 9.00; FY 2016-17 - 9.00 (included in contracted services)

FUNDING SOURCE: This program is funded 100% by General Fund

POLICE

GENERAL FUND
INTELLIGENCE LED POLICING (CRIME PREVENTION)
OBJECTIVES & PERFORMANCE MEASURES

Mission
To respond to the needs of the community quickly to take a proactive approach in the reduction of crime through the use of information and technology.

Goal(s)
- Use technology and information to identify crime trends and predict future criminal activity.
- Use information to track and arrest habitual criminal offenders and to direct resources to areas of high criminal activity.
- Collaborate with investigators, allied agencies, and the public to gather intelligence to deter crime.
- Continue to use and maintain on-line platforms to share information with the public and facilitate community involvement.

Prior Budget Accomplishments
- Presented active shooter training and response to school incidents training to all Thousand Oaks Police personnel (February 2015).
- Presented case studies & training to school district personnel and principals of local school threats (May 2015).
- Continued to provide emergency response training to all school principals and school district management (ongoing).
- Continued to increase functions and services offered to the public through the Police Resource Centers (ongoing).

Additional Accomplishments
- Continued to provide Parent Project classes to educate parents on strategies for effective parenting (ongoing).
- Increased the police department's social media footprint. Currently we maintain 97 Next Door communities online with 7,000+ participants & 4,000+ Twitter followers (ongoing).
- Implemented volunteer patrols at shopping malls to deter organized retail theft (ongoing).
- Continue to expand the Thousand Oaks Police explorer program to include more youth members, increased training, and provide new equipment (ongoing).

Objective(s)
- Conduct safety surveys for schools and businesses as requested. (Citywide Goal C: Public Safety)
- Implement and present suicide prevention programs to elementary and middle schools. (Citywide Goal C: Public Safety)
- Continue community drug forums for prescription drug and heroin education prevention. (Citywide Goal C: Public Safety)
- Create a network of public and private surveillance systems that can be accessed by police personnel during an emergency or after incidents. (Citywide Goal C: Public Safety)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Online Neighborhood Watch Participants	45	26	20	20	20
Number of Neighborhood Watch meetings held	18	18	24	24	24
Number of Parent Project meetings held	2	4	2	2	2

Performance Measure Notes
Crime Prevention Unit going forward will be referred to as Intelligence Led Policing.
We anticipate the number of neighborhood watch communities to continue to fall as the number of online participants in the Next Door and other online platforms continue to rise.

POLICE

GENERAL FUND
VEHICLE SERVICES

Program Description

This program is responsible for providing the Police Department with an adequate number of police vehicles.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Maintenance and Operations:				
Supplies and Equipment	$ 137,269	206,832	200,850	200,850
Police Contract Services	978,202	1,125,000	1,263,350	1,494,850
Total Maintenance and Operations	1,115,471	1,331,832	1,464,200	1,695,700
Total Program Allocations	$ 1,115,471	1,331,832	1,464,200	1,695,700

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 0.00; FY 2016-17 - 0.00

FUNDING SOURCE: This program is funded 100% by General Fund

POLICE

GENERAL FUND
VEHICLE SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission

To acquire and maintain vehicles assigned to the City of Thousand Oaks and provide vehicles suitable for each assignment.

Goal(s)

- Maintain adequate and effective levels of transportation and related equipment for efficient police services.

Objective(s)

- Continue to replace high mileage vehicles. (Citywide Goal B: Fiscally/Managerially Responsible)
- Continue to monitor vehicle cost and replacement of vehicles. (Citywide Goal B: Fiscally/Managerially Responsible)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Number of plain vehicles (Detectives, SEU, Narcs) used in policing efforts within Thousand Oaks	28	29	29	29	29
Number of miles patrolled (Detectives, Special Enforcement Unit (SEU), Narcs)	401,896	426,748	427,133	427,000	427,000
Number of Black & White vehicles (Traffic) used in the policing efforts within Thousand Oaks	36	35	35	37	37
Number of miles patrolled (Traffic)(A)	863,960	857,776	879,331	867,000	867,000
Number of vehicles replaced (Detectives, SEU, Narcs/Traffic)	4/4	8/10	3/3	5/5	5/5

POLICE

GENERAL FUND
COURT SERVICES

Program Description

This program is responsible for funding the off-duty appearance of Police Officers in court.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Maintenance and Operations:				
Police Contract Services	$ 79,188	83,600	77,050	79,350
Total Program Allocations	$ 79,188	83,600	77,050	79,350

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 0.00; FY 2016-17 - 0.00

FUNDING SOURCE: This program is funded 100% by General Fund

POLICE

GENERAL FUND
COURT SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission
To continue enforcement efforts through off-duty court appearances on all cases.

Goal(s)
- Maintain a low level of Failure-To-Appear (FTA) incidences by off-duty deputies.

Prior Budget Accomplishments
- Tracked requests for Police Officers to appear in court through notification from the County of Ventura District Attorney's Office (ongoing).
- Ensured that Police Officers appeared for all off-duty court subpoenas, except for excused absences (ongoing).
- Ensured that Police Officers are properly notified when they must appear in court (ongoing).
- Continued to maintain a low level of FTA incidences by off-duty deputies (ongoing).

Objective(s)
- Continue to track requests for Police Officers to appear in court through notification from the County of Ventura District Attorney's Office. (Citywide Goal C: Public Safety)
- Ensure that Police Officers appear for all off-duty court subpoenas, except for excused absences. (Citywide Goal C: Public Safety)
- Ensure that Police Officers are properly notified when they must appear in court. (Citywide Goal C: Public Safety)
- Continue to maintain a low level of FTA incidences by off-duty deputies. (Citywide Goal C: Public Safety)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Number of subpoenas(A)	1,688	982	574	600	600
Number of FTA incidents - Traffic subpoenas (Excused/Unexcused)	3.7%/0.4%	9.3%/.1%	16%/.5%	10%/.5%	10%/.5%
Number of unexcused Traffic subpoenas	6	1	3	3	3

Performance Measure Notes
(A)Ventura County District Attorney's Office currently only tracks traffic subpoenas and no longer tracks felony subpoenas.

POLICE

GENERAL FUND
SPECIAL EVENTS AND OVERTIME SERVICES

Program Description

This program is responsible for funding overtime duties of sworn and civilian personnel associated with extended investigations, special events, and unanticipated events.

		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations					
Maintenance and Operations:					
Police Contract Services	$	425,425	502,500	388,750	400,450
Total Program Allocations	$	425,425	502,500	388,750	400,450

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 0.00; FY 2016-17 - 0.00

FUNDING SOURCE: This program is funded 100% by General Fund

POLICE

GENERAL FUND
SPECIAL EVENTS AND OVERTIME SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide overtime services to facilitate excellent service, disaster response, and special event support to ensure the City's active community can operate in a safe manner.

Goal(s)

- Recover costs for all events involving third parties through tracking expenditures for emergency response and special event cost recovery.

Prior Budget Accomplishments

- Continued to pursue grants that will allow increased enforcement efforts at minimal expense to the City (ongoing).
- Continued cost recovery for emergency responses (ongoing).
- Continued cost recovery for special events (ongoing).
- The Traffic bureau, through the Sheriff's Office, was awarded a Selective Traffic Enforcement (STEP) grant in the amount of $179,000 (October 2014).

Additional Accomplishments

- The Sobriety Checkpoint grant funded the purchase of checkpoint related equipment and the traffic bureau conducted six DUI checkpoints (September 2014).
- The Traffic bureau completed all the objectives required of the 2014 STEP grant which included 6 DUI checkpoints and 59 different traffic related enforcement operations (ongoing).
- Continued to participate in the "Avoid the 14" grant program (ongoing).

Objective(s)

- Continue to pursue grants that will allow increased enforcement efforts at minimal expense to the City. (Citywide Goal B: Fiscally/Managerially Responsible)
- Continue to successfully administer all grants. (Citywide Goal B: Fiscally/Managerially Responsible)
- Continue cost recovery for emergency response. (Citywide Goal B: Fiscally/Managerially Responsible)
- Continue cost recovery for special events. (Citywide Goal B: Fiscally/Managerially Responsible)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Grant monies received	$293,878	$247,916	$227,679	$210,000	$210,000
Special event cost recovery	$66,570	$57,763	$68,146	$64,000	$64,000

Performance Measure Notes

The California Office of Traffic Safety will no longer award grants to contract cities, these grants will now be applied for and awarded to the Ventura County Sheriff's Office, County of Ventura.

POLICE

GENERAL FUND
DISASTER ASSISTANCE RESPONSE TEAM (DART)

Program Description

This program is responsible for assisting and educating local government departments in non-emergency and emergency situations using Urban Search and Rescue techniques and Emergency Medical Technician (EMT) services.

		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations					
Maintenance and Operations:					
Supplies and Equipment	$	10,924	10,600	15,750	10,750
Repairs and Maintenance		2,726	4,264	-	-
Training and Memberships		720	500	500	500
Total Maintenance and Operations		14,370	15,364	16,250	11,250
Total Program Allocations	$	14,370	15,364	16,250	11,250

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 0.00; FY 2016-17 - 0.00

FUNDING SOURCE: This program is funded 100% by General Fund

POLICE

GENERAL FUND
DISASTER ASSISTANCE RESPONSE TEAM (DART)
OBJECTIVES & PERFORMANCE MEASURES

Mission
To provide assistance for community and disaster response to the citizens of Thousand Oaks.

Goal(s)
- Provide assistance, as needed, for community and disaster response to the City, County, and State Office of Emergency Services.

Prior Budget Accomplishments
- Developed protocols & partnerships with the Sheriff's Office of Emergency Services for increased support & training (ongoing).
- Provided earthquake preparedness training, assisted in light search and rescue incidents, and provided first aid and EMS services for the community (ongoing).
- Continued training plan for members and increased the number of scenario-based drills (ongoing).
- Initiated weather related patrols during weather events to monitor storm drains, flood control, & respond to weather related incidents as directed (ongoing).

Additional Accomplishments
- Participated in Search and Rescue (SAR) City training exercise (October 2014).
- Provided medical support to Persian New Year, Conejo Valley Days, Chili Cook Off, & numerous other community events (ongoing).
- Assisted police department in evidence search, canvassing neighborhoods to inform residents of increased burglaries and how to protect themselves (ongoing).
- Completed DART training classes (ongoing).

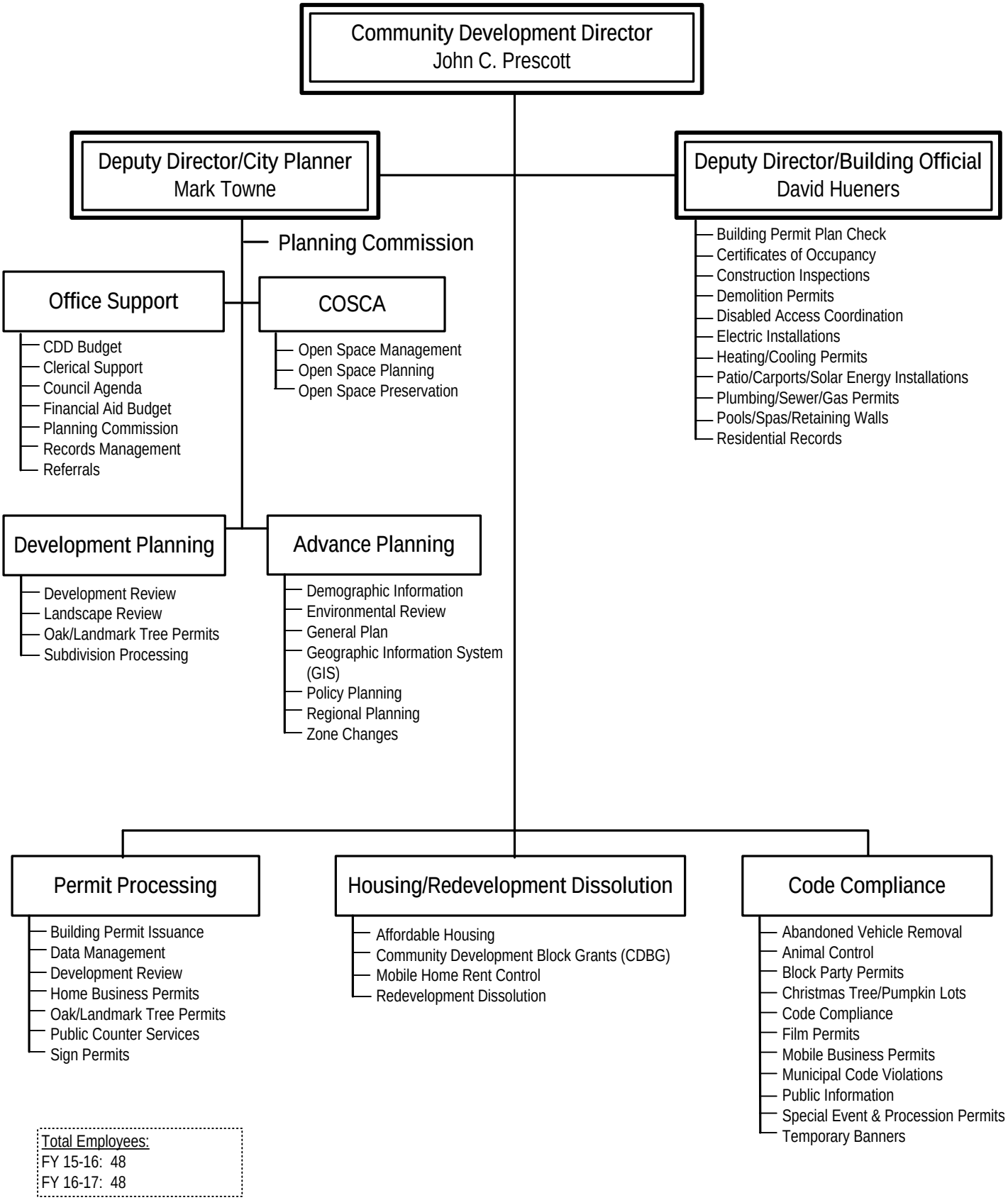
Objective(s)
- Work with County Fire to provide training to new Community Emergency Response Team (CERT) members and increase DART membership. (Citywide Goal C: Public Safety)
- Assist police personnel with support as needed and requested. (Citywide Goal C: Public Safety)
- Provide earthquake preparedness training, assist in light search and rescue incidents, and provide first aid and Emergency Medical Services (EMS) for the community. (Citywide Goal C: Public Safety)
- Develop formal training plan for members and increase the number of scenario-based drills. (Citywide Goal C: Public Safety)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Number of training opportunities provided / attended	14/14	11/11	14/14	14/14	14/14
Number of DART members	39	38	32	37	41
Number of EMTs on DART team	7	7	9	10	11

COMMUNITY DEVELOPMENT

The Community Development Department comprises six divisions: Building, Planning, Code Compliance, Housing, Open Space Management, and Permit Process. The Department focuses on planning and overseeing the built environment of the City, as well as protecting the awesome natural environment we enjoy. Our activities are guided by the City's General Plan and the development policies and programs adopted by the City Council to implement the General Plan.

Community Development



Total Employees:
FY 15-16: 48
FY 16-17: 48

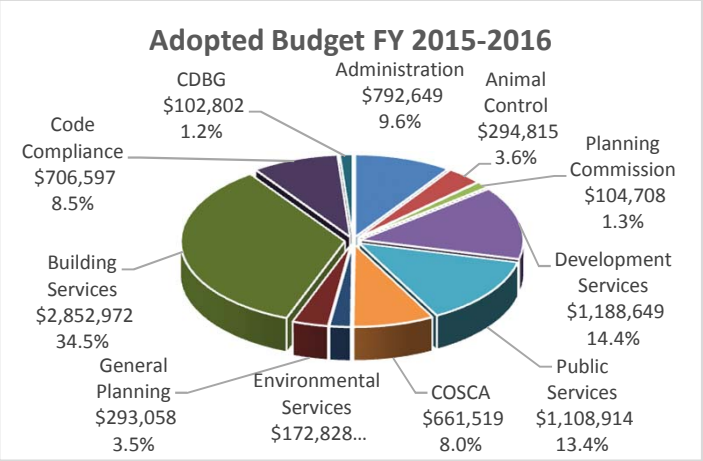
COMMUNITY DEVELOPMENT

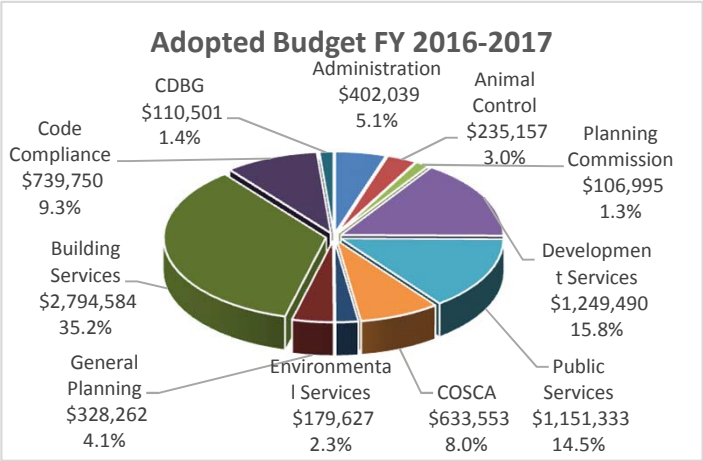
GENERAL FUND
PROGRAMS SUMMARY

Community Development Department Mission Statement

To be stewards of the City's General Plan and implementation agents in assisting the community with land development, housing, construction, code compliance, open space, and regional issues, all of which must be kept in balance with the City's environment and resources.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocation Summary				
Administration	$ 350,606	600,349	792,649	402,039
Animal Control	159,482	307,432	294,815	235,157
Planning Commission	107,205	118,502	104,708	106,995
Development Services	1,050,803	1,137,567	1,188,649	1,249,490
Public Services	951,155	977,326	1,108,914	1,151,333
COSCA	599,498	864,222	661,519	633,553
Environmental Services	156,876	167,078	172,828	179,627
General Planning	247,308	255,938	293,058	328,262
Building Services	2,402,821	2,468,972	2,852,972	2,794,584
Code Compliance	702,589	720,026	706,597	739,750
CDBG	42,741	111,232	102,802	110,501
GF Housing Services	-	85,721	-	-
Total	$ 6,771,084	7,814,365	8,279,511	7,931,291

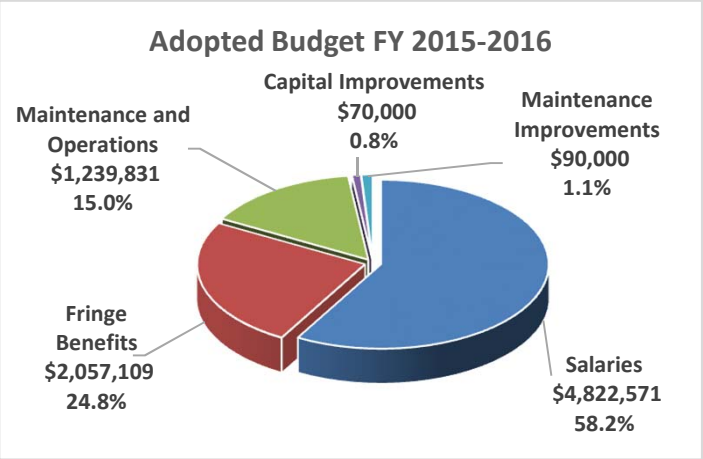


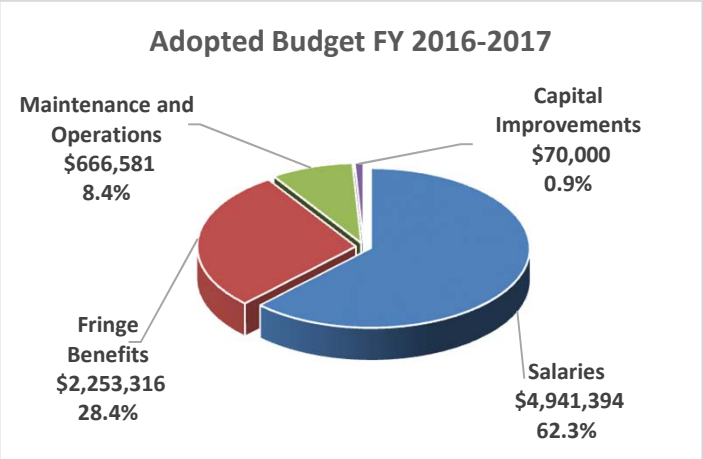


COMMUNITY DEVELOPMENT

GENERAL FUND
ALLOCATION SUMMARY

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 4,355,221	4,349,538	4,822,571	4,941,394
Fringe Benefits	1,897,650	2,210,984	2,057,109	2,253,316
Maintenance and Operations:				
Supplies and Equipment	131,778	124,200	339,460	120,960
Repairs and Maintenance	180	1,150	1,150	1,150
Professional/Contractual Services	609,914	1,150,956	1,115,000	730,000
Utilities	12,346	10,000	10,600	10,600
Equipment/Building Rental	12,550	19,100	9,900	9,900
Training and Memberships	24,270	50,100	53,150	53,950
Asset Replacement Funding	-	21,800	1,828	39,327
Total Maintenance and Operations	791,038	1,377,306	1,531,088	965,887
Charge Backs	(277,210)	(193,463)	(291,257)	(299,306)
Capital Outlay:				
Capital Outlay	32,761	-	210,000	-
Use of Asset Replacement	(32,761)	-	(210,000)	-
Total Capital Outlay	-	-	-	-
Capital Improvements	4,385	70,000	70,000	70,000
Maintenance Improvements	-	-	90,000	-
Total Program Allocations	$ 6,771,084	7,814,365	8,279,511	7,931,291





COMMUNITY DEVELOPMENT

GENERAL FUND
ADMINISTRATION

Program Description

This program is responsible for management oversight and general support for department, including administrative support to other divisions, office supplies and equipment, records management, and special projects.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 223,101	217,458	238,374	244,951
Fringe Benefits	91,365	110,291	99,485	113,298
Maintenance and Operations:				
Supplies and Equipment	14,445	23,200	24,200	23,200
Repairs and Maintenance	180	1,150	1,150	1,150
Professional/Contractual Services	10,000	218,200	322,500	2,500
Utilities	4,939	3,000	5,000	5,000
Equipment/Building Rental	4,760	11,500	1,640	1,640
Training and Memberships	1,816	10,550	10,300	10,300
Asset Replacement Funding	-	5,000	-	-
Total Maintenance and Operations	36,140	272,600	364,790	43,790
Capital Outlay:				
Capital Outlay	25,449	-	-	-
Use of Asset Replacement	(25,449)	-	-	-
Total Capital Outlay	-	-	-	-
Maintenance Improvements	-	-	90,000	-
Total Program Allocations	$ 350,606	600,349	792,649	402,039

Budget Variance: Prof/Cont Services budget is for CRPD Rehab of Estella Park (HCD Grant).

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 2.05; FY 2016-17 - 2.05

FUNDING SOURCE: This program is funded 100% by General Fund

COMMUNITY DEVELOPMENT

GENERAL FUND
ADMINISTRATION
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide general administrative support to the Community Development Department (CDD) in an efficient and fiscally-responsible manner.

Goal(s)

- Conduct Department operations with maximum efficiency and in a manner that effectively serves the City.
- Continue efforts in Records Management of importing permanent records to Laserfiche.
- Prepare for transition of staff to ensure sufficient succession planning.

Prior Budget Accomplishments

- Resolved 211 Customer Response Management System (CRMS) cases (June 2015).
- Improved process for Residential Resale application processing time from 10 business days to approximately 2 business days. Most are done within 1 business day. Further improvements pending. (ongoing)
- Have determined the process needed for automating billable time and invoicing and reconciliation, completion pending staff availability. (ongoing)
- All approved building plans were scanned and imported to Laserfiche. All plans are now being processed by off-site contractor to improve use of staff time. (ongoing)

Additional Accomplishments

- Continued to provide excellent customer service. (ongoing)

Objective(s)

- Process assigned CRMS cases within assigned time frame. (Citywide Goal A: Government Leadership)
- Search for and incorporate additional opportunities to automate current process and procedures to help reduce staff time and City costs. (Citywide Goal B: Fiscally/Managerially Responsible)
- Continue to further automate billable time process as well as Wireless Consultant Services process via NaviLine for account reconciliation and billing. (Citywide Goal B: Fiscally/Managerially Responsible)
- Continue to improve our compliance with Records Management Guidelines by continuing to scan documents to expedite retrieval of records to improve research effectiveness. (Citywide Goal B: Fiscally/Managerially Responsible)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
CRMS cases processed within assigned time frame	Yes/100	Yes/95	Yes/95	Yes/95	Yes/95
Number of participants in leadership programs	2	0	0	0	0
Number of closed planning case files scanned(A)	443	512	448	450	450

Performance Measure Notes

(A)Reflects scanned closed planning case files from on-site filing system.

COMMUNITY DEVELOPMENT

GENERAL FUND
ANIMAL CARE AND CONTROL SERVICES

Program Description

Animal Care and Control Services provides animal-related services to citizens and animal welfare services to domestic pets and City wildlife.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 12,418	12,110	13,216	13,574
Fringe Benefits	5,532	6,556	5,799	6,283
Maintenance and Operations:				
Supplies and Equipment	98	200	800	300
Professional/Contractual Services	141,434	288,566	275,000	215,000
Total Maintenance and Operations	141,532	288,766	275,800	215,300
Total Program Allocations	$ 159,482	307,432	294,815	235,157

Budget Variance: Contract amount is estimated by County of Los Angeles Animal Care and Control.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 0.20; FY 2016-17 - 0.20

FUNDING SOURCE: This program is funded 100% by General Fund

COMMUNITY DEVELOPMENT

GENERAL FUND
ANIMAL CARE AND CONTROL SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide animal-related services, as mandated by law, in a timely and responsible manner.

Goal(s)

- Provide animal-related services mandated by law and create awareness among citizens of the services available to them.

Prior Budget Accomplishments

- Complied with State laws regarding animals (ongoing).
- Adoption services continued to place a large number of stray animals in new homes (ongoing).
- Educated citizens about animal care and control laws and services via City website and through daily contact with field officers (ongoing).

Objective(s)

- Stay within budget for contract services. (Citywide Goal B: Fiscally/Managerially Responsible)
- Comply with State laws regarding animals. (Citywide Goal C: Public Safety)
- Conduct low-cost vaccination clinic. (Citywide Goal A: Government Leadership)
- Conduct license canvassing program. (Citywide Goal B: Fiscally/Managerially Responsible)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Stay within budget for contract services	$127,405	$141,434	$123,475	$275,000	$215,000
Compliance with licensing/number of licenses	10,282	10,233	10,127	10,500	10,500
Compliance with all services and terms as stated in contract	Full Compliance	Full Compliance	Full Compliance	Full Compliance	Full Compliance

COMMUNITY DEVELOPMENT

GENERAL FUND
PLANNING COMMISSION

Program Description

Provides administrative and professional support to the City's Planning Commission.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 73,190	72,582	67,874	69,120
Fringe Benefits	24,660	30,395	22,994	24,035
Maintenance and Operations:				
Supplies and Equipment	3,774	4,400	4,200	4,200
Equipment/Building Rental	727	-	1,090	1,090
Training and Memberships	4,854	11,125	8,550	8,550
Total Maintenance and Operations	9,355	15,525	13,840	13,840
Total Program Allocations	$ 107,205	118,502	104,708	106,995

Budget Variance: Reduction in staff allocations.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 5.55; FY 2016-17 - 5.55

FUNDING SOURCE: This program is funded 100% by General Fund

COMMUNITY DEVELOPMENT

GENERAL FUND
PLANNING COMMISSION
OBJECTIVES & PERFORMANCE MEASURES

Mission

To enable the Planning Commission to conduct its business in an orderly and fair manner, and in a way that inspires public confidence in the City's planning and development.

Goal(s)

- Apply staff resources of the Community Development Department, in concert with the resources of other City departments and public agencies involved in the planning and development review process, in such a way that the Planning Commission is prepared to fulfill its responsibilities as required by State law, Municipal Code, and the City Council.

Prior Budget Accomplishments

- Planning Commission held 59 public hearings in FY 2013-14 and FY 2014-15, during which 85 cases were considered.
- Examples of projects heard by the Planning Commission include: Compatible Electronics industrial building, Housing Element Update, Safety Element Update, Open Space Element Update, Conejo Coastal townhome project (26 units), Hyatt Hotel expansion, Sage Mountain assisted living project (130 beds), solar carports (Oaks Mall and Westlake Plaza Center East), Conejo Merchant industrial project, Justus apartment project (45 units), single family home projects, Special Use Permits, and 11 wireless communications facilities.

Objective(s)

- Provide Planning Commission with high quality professional staff reports and presentations at public hearings. (Citywide Goal A: Government Leadership)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Planning Commission meetings	14	10	16	16	16
Planning Commission cases	42	31	52	52	52
Planning Commission hearings	30	26	35	35	35

COMMUNITY DEVELOPMENT

GENERAL FUND
DEVELOPMENT SERVICES

Program Description

This program is responsible for comprehensive review of development projects.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 697,651	687,681	767,707	788,551
Fringe Benefits	290,141	345,037	329,602	369,599
Maintenance and Operations:				
Supplies and Equipment	751	1,600	1,100	1,100
Professional/Contractual Services	60,925	97,649	81,000	81,000
Equipment/Building Rental	1,335	1,800	1,140	1,140
Training and Memberships	-	3,800	8,100	8,100
Total Maintenance and Operations	63,011	104,849	91,340	91,340
Total Program Allocations	$ 1,050,803	1,137,567	1,188,649	1,249,490

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 6.75; FY 2016-17 - 6.75

FUNDING SOURCE: This program is funded 100% by General Fund

COMMUNITY DEVELOPMENT

GENERAL FUND
DEVELOPMENT SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission

To process proposed development projects efficiently and in a manner that will maintain and enhance the aesthetic quality of the community.

Goal(s)

- Apply staff resources of the Development Planning Division to the review of entitlement applications and construction of approved projects.

Prior Budget Accomplishments

- Reviewed projects for compliance with applicable provisions of the Municipal Code and City policy requirements (ongoing).
- Provided plan check and inspection services as needed (ongoing).
- Continued bi-weekly Interdepartment Development Review Committee (IDRC) meetings for comprehensive review of development projects (ongoing).
- Successfully processed: Grande Vista Assisted Living Facility revisions (Grande Vista Drive); Hyatt Hotel expansion (Westlake Blvd); Justus 45 unit apartment project (Los Feliz Dr); Conejo Coastal 26 unit townhouse project (Clay Ct); Sears/Nordstrom Rack/Sports Authority/DSW Shoes (Hillcrest Dr); Westlake Plaza Shopping Center renovation (Westlake Blvd); Conejo Merchant 8 new industrial buildings (Conejo Center Dr); Solar Carports, Oaks Mall and Westlake Plaza Center (Lakeview Canyon and Townsgate Rd); California Lutheran University, renovation of residence hall, administration building, library and conversion of old cafeteria to student union (Olsen Road); Thousand Oaks Auto Mall, renovation of Volvo, Lexus, Ford, and Jeep dealerships (Auto Mall Drive and Thousand Oaks Boulevard); New Restaurants, Tilted Kilt (Thousand Oaks Boulevard); new outdoor dining for Melt (Thousand Oaks and Westlake Blvds), Mouthful Eatery (Thousand Oaks Blvd), and Holdren's (Newbury RD); as well as numerous other wireless facilities and development projects (June 1015).

Objective(s)

- Review projects for compliance with applicable provisions of the Municipal Code and City policy requirements within the time limits established in the Municipal Code and State law. (Citywide Goal E: Public Infrastructure)
- Provide plan check and inspection services for approved projects in a professional manner and no later than completion of second plan check by Building Division and within two business days for inspections. (Citywide Goal E: Public Infrastructure)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Timely review of projects(A)	Met Standard	Met Standard	Met Standard	Meet Standards	Meet Standards
Timely Review of Project Plan Checks(B)	Met Standard	Met Standard	Met Standard	Meet Standards	Meet Standards
Timely review of inspections(C)	Met Standard	Met Standard	Met Standard	Meet Standards	Meet Standards
Number of entitlements processed	215	257	260	260	260

Performance Measure Notes

(A)Per time limits established in the Municipal Code and State law.
(B)No later than completion of second Plan Check by Building Division.
(C)No later than three days after request is received.

COMMUNITY DEVELOPMENT

GENERAL FUND
PUBLIC SERVICES

Program Description

To provide a combination of planning and building services including disseminating information to the public and comprehensive review of various types of residential, commercial, and industrial projects while providing exceptional customer service.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 654,773	631,747	754,641	773,763
Fringe Benefits	285,795	329,404	332,118	355,415
Maintenance and Operations:				
Supplies and Equipment	6,617	9,000	7,960	7,960
Professional/Contractual Services	-	-	5,000	5,000
Equipment/Building Rental	2,780	3,600	2,545	2,545
Training and Memberships	1,190	3,575	6,650	6,650
Total Maintenance and Operations	10,587	16,175	22,155	22,155
Total Program Allocations	$ 951,155	977,326	1,108,914	1,151,333

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 7.50; FY 2016-17 - 7.50

FUNDING SOURCE: This program is funded 100% by General Fund

COMMUNITY DEVELOPMENT

GENERAL FUND
PUBLIC SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission

To continue to develop and maintain knowledgeable staff, excellent customer service attitude, and user-friendly information tools to serve our citizens.

Goal(s)

- Maintain exceptional service delivery, efficiency, accuracy, and effectiveness to customers with regard to planning, zoning, and building matters.
- Maintain the section's customer service standards with less staff.

Prior Budget Accomplishments

- Updated building and planning handouts to increase access for staff and public use (ongoing).
- Responded promptly to referrals generated by the Customer Response Management System (CRMS) (ongoing).
- Streamlined the solar panel application process by having one fully cross-trained staff member process the permits from start to finish. (ongoing)

Additional Accomplishments

- Provided weekly training for Permit Process staff (ongoing).
- Renewed Certified Notary Public (May 2015).
- Assisted Development Services Division by processing projects and continued to process more challenging projects (ongoing).
- Certified four staff members for a total of 6 certifications for ICC and CALBO training (2013 and 2014).

Objective(s)

- Increase the public's access to planning and building related matters by updating existing handouts and adding to and updating the public website with the latest information, documents, applications, and fees. (Citywide Goal A: Government Leadership)
- Provide opportunities to staff for job enhancement by encouraging attendance at seminars, enrollment in college courses, and arranging for facilitators to provide training. (Citywide Goal J: Succession Planning)
- Cross-train Planning and Building staff for more seamless transactions. (Citywide Goal J: Succession Planning)
- Provide more creative and self-directed teambuilding opportunities. (Citywide Goal B: Fiscally/Managerially Responsible)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Processed and issued permits	6,845	8,248	9079	9,200	9,400
Assisted counter customers	16,329	13,600	16978	19,000	20,000
Processed PC and Administrative Entitlements/Sign Permits	228/210	358/274	321/246	350/250	375/275
Number of handouts maintained and updated (Building/Planning)	125/95	125/95	125/95	126/95	126/95
Number of employees trained through seminars, college courses, City training courses, etc.(A)	11	11	11	11	11

Performance Measure Notes

(A)Based on current headcount in Permit Process group.

COMMUNITY DEVELOPMENT

GENERAL FUND

CONEJO OPEN SPACE CONSERVATION AGENCY (COSCA)

Program Description

This program administers an open space conservation program through acquisition and management of natural open space, which protects scenic hillside areas, conserves habitat for plants and animals, and provides an important recreational resource in terms of hiking, horseback riding, and bicycling on the open space trail system.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 157,076	237,756	193,347	190,935
Fringe Benefits	62,482	106,375	67,932	72,378
Maintenance and Operations:				
Supplies and Equipment	8,425	4,800	5,800	5,800
Professional/Contractual Services	366,268	442,591	321,000	291,000
Equipment/Building Rental	360	-	540	540
Training and Memberships	502	2,700	2,900	2,900
Total Maintenance and Operations	375,555	450,091	330,240	300,240
Capital Improvements	4,385	70,000	70,000	70,000
Total Program Allocations	$ 599,498	864,222	661,519	633,553

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 1.30; FY 2016-17 - 1.30

FUNDING SOURCE: This program is funded 100% by General Fund

COMMUNITY DEVELOPMENT

GENERAL FUND
CONEJO OPEN SPACE CONSERVATION AGENCY (COSCA)
OBJECTIVES & PERFORMANCE MEASURES

Mission

To acquire, conserve, and manage open space within and surrounding the Conejo Valley for future generations, sustainably balancing public use with ecosystem protection.

Goal(s)

- Acquire open space needed to complete the planned ring of open space around Thousand Oaks and meet COSCA and City priorities.
- Provide for open space stewardship in a manner that protects biodiversity, cultural resources, and native plant and animal communities.
- Manage and maintain the City's trail system in order to provide diverse, enjoyable, and safe recreational opportunities for all residents.

Prior Budget Accomplishments

- Acquired six parcels totaling approximately two acres of land in the City's planned ring of open space; acquisition of 6 more parcels is in progress (ongoing).
- Constructed, realigned, or refurbished approximately 54,000 linear feet of open space trails (ongoing).
- Provided COSCA Board of Directors, Planning Commission, and City Council with 48 staff reports (ongoing).
- Constructed 2 new trailheads, located west side of Corporate Center Drive and south of Lynn Road (November 2014 & May 2015).

Additional Accomplishments

- Implementation of COSCA's Strategic Plan (ongoing).
- Continued implementation of the Conejo Canyons Management Plan by constructing new trails, removing non-native, invasive plants and by building a new trailhead on west side of Corporate Center Drive (ongoing).
- Continued implementation of Rancho Potrero Specific Plan by building new trailhead, including restrooms, water fountains, horse waterer, hitching post and parking. Hosted opening and ribbon cutting event (May 2015).
- Coordinated 1,500 volunteers who performed a total of 14,000 hours of work on COSCA open space and trails (ongoing).

Objective(s)

- Provide COSCA Board of Directors with high-quality staff reports and public presentations. (Citywide Goal A: Government Leadership)
- Acquire open space parcels via purchase, dedication, or donation. Complete plan to acquire Rasnow open space parcels. (Citywide Goal D: Open Space)
- Maintain and expand public trail system, using volunteer assistance when possible. (Citywide Goal D: Open Space)
- Continue implementation of COSCA Strategic Plan and Conejo Canyons Management Plan. (Citywide Goal D: Open Space)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
COSCA staff reports presented to COSCA Board, Planning Commission, or City Council	28	13	35	35	35
Cases reviewed for open space dedication, donation, or purchase	185	210	190	200	200
Linear feet of trails constructed, realigned, or refurbished	24,000	29,000	25,000	27,000	27,000
Volunteer events and committee meetings held	45	35	33	35	35

COMMUNITY DEVELOPMENT

GENERAL FUND
ENVIRONMENTAL SERVICES

Program Description

This program is responsible for requirements imposed on local agencies with respect to environmental reviews that are constantly changing as a result of court interpretations and new administrative regulations. Responsibilities include keeping abreast of environmental laws at all levels of government and fulfilling the goals and objectives of the City's General Plan relating to the preservation and protection of the environment through the review of proposed projects.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 111,684	108,523	121,359	124,821
Fringe Benefits	42,390	52,555	46,494	49,831
Maintenance and Operations:				
Supplies and Equipment	2,048	3,000	3,000	3,000
Professional/Contractual Services	329	750	500	500
Equipment/Building Rental	425	1,000	225	225
Training and Memberships	-	1,250	1,250	1,250
Total Maintenance and Operations	2,802	6,000	4,975	4,975
Total Program Allocations	$ 156,876	167,078	172,828	179,627

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 0.90; FY 2016-17 - 0.90

FUNDING SOURCE: This program is funded 100% by General Fund

COMMUNITY DEVELOPMENT

GENERAL FUND
ENVIRONMENTAL SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission

To promote and maintain the City's high-degree of environmental quality in compliance with the goals and policies established by the City Council and as set forth in the Thousand Oaks General Plan.

Goal(s)

- Inspire the confidence of the City Council, Planning Commission, and general public in staff's professional judgment, scientific expertise, and knowledge of environmental laws, regulations, and state-of-the-art practices.

Prior Budget Accomplishments

- Eight Mitigated Negative Declarations (MNDs) prepared for the following major projects: Compatible Electronics MND (July 2013); Many Mansion MND (Aug. 2013); Hydam Hillcrest Assisted Living MND (April 2014); Hyatt Westlake Plaza Addendum MND (May, 2014); Justus Commercial ND (July, 2014); City Ventures ND (Oct. 2014); Sage Mountain Addendum MND (Dec. 2014); Conejo Merchant ND (Jan, 2015).

Additional Accomplishments

- Completed approximately twenty environmental reviews/year for Community Development Block Grant (CDBG) grant applications (ongoing).
- Prepared five National Environmental Policy Act (NEPA) environmental assessments for miscellaneous public works projects (ongoing).
- Liaisoned with Ventura County Air Pollution Control District and worked with Council Subcommittee to fill vacancies on the APCD Advisory Committee in March 2015.
- Prepared revised Conservation Element and Open Space Elements of General Plan.

Objective(s)

- Complete the environmental review of all discretionary permit applications in a timely and efficient manner in compliance with the California Environmental Quality Act (CEQA) Guidelines, as amended. (Citywide Goal E: Public Infrastructure)
- Effectively administer the Community Development Department's mitigation monitoring reporting program and insure that all project-related impacts are either avoided, or effectively reduced to a level of insignificance. (Citywide Goal E: Public Infrastructure)
- Interact with other County, State, and Federal regulatory agencies in order to ensure the protection of all locally designated "sensitive, threatened, rare, and endangered" species. (Citywide Goal E: Public Infrastructure)
- Hire and supervise environmental consultants as necessary, including the review of all work products to ensure their technical adequacy and completeness. (Citywide Goal E: Public Infrastructure)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Total number of EIRs/MNDs/NDs processed during the fiscal year(A)	1 EIR/7 MNDs	1 EIR/8 MNDs	2 EIRs/4MNDs	2 EIRs/4 MNDs	1 EIR/4MNDs
Total number of environmental assessments prepared for CDBG applications	4	9	20	20	20
NEPA Projects	2	2	2	2	2

Performance Measure Notes

(A)EIR = Environmental Impact Report; MND = Mitigated Negative Declaration; ND = Negative Declaration.

COMMUNITY DEVELOPMENT

GENERAL FUND
GENERAL PLANNING

Program Description

Develop plans, policies, and regulations for managing land use and development.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 177,135	171,928	192,196	197,696
Fringe Benefits	66,485	78,010	72,547	77,051
Maintenance and Operations:				
Supplies and Equipment	421	-	700	700
Professional/Contractual Services	2,640	3,000	25,400	50,400
Equipment/Building Rental	627	1,200	415	415
Training and Memberships	-	1,800	1,800	2,000
Total Maintenance and Operations	3,688	6,000	28,315	53,515
Total Program Allocations	$ 247,308	255,938	293,058	328,262

Budget Variance: FY 2015-16 includes funding for the Wireless Ordinance update and FY 2016-17 includes funding for the Noise Element Update..

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 1.40; FY 2016-17 - 1.40

FUNDING SOURCE: This program is funded 100% by General Fund

COMMUNITY DEVELOPMENT

GENERAL FUND
GENERAL PLANNING
OBJECTIVES & PERFORMANCE MEASURES

Mission

To maintain planning and zoning standards and guidelines to ensure that Thousand Oaks remains a desirable place to live, work, and play.

Goal(s)

- Maintain and periodically update the General Plan.
- Process applications to amend the General Plan, zoning map, and Municipal Code.
- Coordinate with Federal, State, and regional agencies and neighboring jurisdictions concerning growth and development issues.

Prior Budget Accomplishments

- Zone change and development agreement for CVUSD site on E Kelley Rd approved (May 2015).
- Housing Element Update approved (September 2013) and Safety Element Update approved (March 2014).
- Land Use Element and Specific Plan Amendment for three sites in Rancho Conejo Specific Plan (January 2015).
- Annual Progress Reports on the General Plan and Housing Element approved (April 2015).

Additional Accomplishments

- Inclusionary housing in-lieu and non-residential linkage fee report (June 2014). Senior housing report (May 2015).
- Kelley Estates pre-zoning and annexation approved by LAFCo (April 2015).
- Growth projections for Regional Transportation Plan submitted to SCAG (May 2014).
- Land Use Element and Specific Plan Amendment for Rancho Conejo Specific Plan approved (December 2013).

Objective(s)

- Process General Plan Amendments and zone changes. (Citywide Goal I: Redevelopment)
- Process Municipal Code Amendments as directed. (Citywide Goal E: Public Infrastructure)
- Conduct special studies and analyses as directed. (Citywide Goal B: Fiscally/Managerially Responsible)
- Update General Plan Forestry and Noise Elements. (Citywide Goal E: Public Infrastructure)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
General Plan Amendments completed	2	5	1	2	2
Zoning and Municipal Code Amendments completed	2	1	2	2	2
Special studies completed	3	2	1	1	1

Performance Measure Notes

General Plan amendments (e.g. Thousand Oaks Blvd Plan amendment) are tied to Council Priority #2
Forestry Element Update is tied to Council Priority #7
Municipal Code amendments and special studies are tied to Council Priority #1

COMMUNITY DEVELOPMENT

GENERAL FUND
BUILDING SERVICES

Program Description

This program is responsible for building plan review and approval and inspection services for new buildings and additions and alterations to existing buildings within the City.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 1,596,892	1,558,161	1,780,021	1,824,749
Fringe Benefits	715,033	819,311	781,648	858,033
Maintenance and Operations:				
Supplies and Equipment	68,800	58,000	273,300	56,300
Professional/Contractual Services	450	500	1,000	1,000
Utilities	7,043	5,000	5,000	5,000
Equipment/Building Rental	983	-	1,475	1,475
Training and Memberships	13,620	11,200	8,700	8,700
Asset Replacement Funding	-	16,800	1,828	39,327
Total Maintenance and Operations	90,896	91,500	291,303	111,802
Capital Outlay:				
Capital Outlay	7,312	-	210,000	-
Use of Asset Replacement	(7,312)	-	(210,000)	-
Total Capital Outlay	-	-	-	-
Total Program Allocations	$ 2,402,821	2,468,972	2,852,972	2,794,584

Budget Variance: FY 2015-16 includes funding for Electronic Plan Check software.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 19.10; FY 2016-17 - 19.10

FUNDING SOURCE: This program is funded 100% by General Fund

COMMUNITY DEVELOPMENT

GENERAL FUND
BUILDING SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission

To safeguard the public against hazards associated with the construction, use, and occupancy of buildings and structures and to promote energy conservation and sustainable green building construction, provide disabled access, and improve building security through enforcement of adopted building codes.

Goal(s)

- Provide the highest level of plan review and inspection services to our customers through enforcement of local and State mandated building codes.
- Complete comprehensive plan review services, within time limits, and applicable community standards.
- Provide timely and comprehensive inspection services in response to customer service demand.

Prior Budget Accomplishments

- Provided plan review for numerous projects having a total construction valuation of approximately $240 million (June 2015).
- Completed approximately 38,000 construction inspections on permitted projects (June 2015).
- Authorized the issuance of approximately 16,000 permits (June 2015).
- Provided access to permit information regarding plan examination and inspection status via City's website and an interactive telephone voice response system. Responded promptly to referrals generated by the Customer Response Management System (CRMS) (ongoing).

Additional Accomplishments

- Provided technical code-related support for Permit Processing and Code Compliance Divisions (ongoing).
- Prepared for, and responded to, emergency situations. Worked with Fire and Public Works Departments to evaluate fire or structural damage or sewer spills (ongoing).
- Helped to improve records management through use of Laserfiche system (ongoing).
- Authorized use of several new handouts to help explain code requirements to the public (ongoing).

Objective(s)

- Review drawings for compliance with Building, Plumbing, Mechanical, Electrical, Energy Conservation, Green Building Code, Disabled Access, and Security Codes prior to permit issuance. (Citywide Goal C: Public Safety)
- Inspect construction for compliance with Building, Plumbing, Mechanical, Electrical, Energy Conservation, Green Building Code, Disabled Access, and Security Codes prior to building occupancy. (Citywide Goal C: Public Safety)
- Provide staff training for implementation and enforcement of all new State and Local regulations. (Citywide Goal C: Public Safety)
- Implement new technology to improve plan check, inspections, record keeping and communication with the public. (Citywide Goal C: Public Safety)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Timely plan review service(A)	Met Standard	Met Standard	Met Standard	Meet Standard	Meet Standard
Timely inspection service(B)	Met Standard	Met Standard	Met Standard	Meet Standard	Meet Standard
Number of building inspections	17,460	17,867	20,192	20,000	20,000

Performance Measure Notes

(A)Plan Review Community Standard for large projects-six weeks; small projects-three weeks.

(B)Inspection Community Standard is to provide inspections within 24 hours of the applicant's request.

COMMUNITY DEVELOPMENT

GENERAL FUND
CODE COMPLIANCE

Program Description

Code Compliance enforces the Municipal Code primarily in the areas of property maintenance, unsafe structures/lack of proper building permits, land use/zoning, and oak/landmark trees. Processes permits for special events, filming, block parties, home occupations, mobile business, and temporary uses.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 446,268	453,751	474,853	488,325
Fringe Benefits	227,116	229,575	204,839	223,920
Maintenance and Operations:				
Supplies and Equipment	23,916	18,100	16,800	16,800
Professional/Contractual Services	2,310	13,500	5,000	5,000
Utilities	364	2,000	600	600
Equipment/Building Rental	403	-	605	605
Training and Memberships	2,212	3,100	3,900	4,500
Total Maintenance and Operations	29,205	36,700	26,905	27,505
Total Program Allocations	$ 702,589	720,026	706,597	739,750

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 6.00; FY 2016-17 - 6.00

FUNDING SOURCE: This program is funded 100% by General Fund

COMMUNITY DEVELOPMENT

GENERAL FUND
CODE COMPLIANCE
OBJECTIVES & PERFORMANCE MEASURES

Mission

To maintain a safe environment and high quality of life through fair and equal enforcement of zoning, building, and public nuisance codes.

Goal(s)

- To achieve compliance with City zoning, building, and public nuisance regulations by emphasizing public education of the requirements.
- To process permit applications in a timely and customer service friendly manner.
- To oversee contract services with Los Angeles County Animal Care and Control.

Prior Budget Accomplishments

- Initiated 913 new investigations FY 2013-14.
- Initiated approximately 915 investigations FY 2014-15.

Additional Accomplishments

- Conducted pro-active sign enforcement program.

Objective(s)

- Maintain even ratio of open to closed investigations. (Citywide Goal B: Fiscally/Managerially Responsible)
- Reduce open cases from 2011 or older by 20% by June 2016 (Currently 162). (Citywide Goal B: Fiscally/Managerially Responsible)
- Reduce open cases from 2011 or older by 40% by June 2017 (Currently 162). (Citywide Goal B: Fiscally/Managerially Responsible)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Number of cases opened	663	913	915	800	850
Number of cases closed	687	863	760	800	850

COMMUNITY DEVELOPMENT

GENERAL FUND
COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROGRAM

Program Description

Capital improvements and grants to social services providers primarily to benefit lower-income households.

		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations					
Salaries	$	70,834	68,658	75,961	78,009
Fringe Benefits		29,293	35,425	30,419	35,170
Maintenance and Operations:					
Supplies and Equipment		2,483	1,900	1,600	1,600
Professional/Contractual Services		25,558	86,200	78,600	78,600
Equipment/Building Rental		150	-	225	225
Training and Memberships		76	1,000	1,000	1,000
Total Maintenance and Operations		28,267	89,100	81,425	81,425
Charge Backs		(85,653)	(81,951)	(85,003)	(84,103)
Total Program Allocations	$	42,741	111,232	102,802	110,501

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 0.75; FY 2016-17 - 0.75

FUNDING SOURCE: This program is funded 100% by General Fund

COMMUNITY DEVELOPMENT

GENERAL FUND
COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROGRAM
OBJECTIVES & PERFORMANCE MEASURES

Mission
To primarily benefit lower-income persons by investing federal funds for decent housing, a suitable living environment, and economic opportunities for lower-income persons.

Goal(s)
- Improve aging public infrastructure in lower-income neighborhoods.
- Expand and improve the supply of affordable housing.
- Support the local delivery of social services.

Prior Budget Accomplishments
- Granted $160,000 to Many Mansions for improvements at Bella Vista Apartments (affordable, multi-family complex) (July 2013).
- Granted $10,000 Single-Family Rehabilitation Grants to eight very low-income homeowners (July 2013).
- Granted $84,468 to six local non-profit providers of public and social services (July 2013).

Additional Accomplishments
- Granted $250,000 to Many Mansions for Shadow Hills and Esseff Village Apartments improvements (July 2014).
- Granted $10,000 to 10 very-low income SFD owner-occupants for priority repairs and rehabilitation (July 2014).

Objective(s)
- Residential rehabilitation at multi-family apartment complexes. (Citywide Goal E: Public Infrastructure)
- Residential rehabilitation at owner-occupied, low-income single family dwellings. (Citywide Goal C: Public Safety)
- Leverage federal funds with local dollars (Social Services Endowment Fund) for grants to non-profit providers of social services to income-eligible households. (Citywide Goal G: Multi-jurisdictional Opportunities)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Number of affordable units assisted	30	80	161	160	160
Number of people receiving services	11,321	12,738	14,018	14,000	14,000
Number of infrastructure improvements	1	0	0	0	0

Performance Measure Notes
Residential Rehabilitation: Decent Housing, Preservation of Affordable Housing Units.
Social Services Grants: Continuum of Care, Local Safety Net for At-Risk Persons, Households.

COMMUNITY DEVELOPMENT

GENERAL FUND
HOUSING SERVICES

Program Description

This cost center accumulates salary and benefit costs for Community Development staff to implement Housing activities. A portion of the costs are charged back to the Successor Agency.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 134,199	129,183	143,022	146,900
Fringe Benefits	57,358	68,050	63,232	68,303
Charge Backs	(191,557)	(111,512)	(206,254)	(215,203)
Total Program Allocations	$ -	85,721	-	-

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 -1.50; FY 2016-17 - 1.50

FUNDING SOURCE: This program is funded 100% by City of Thousand Oaks RDA

COMMUNITY DEVELOPMENT

GENERAL FUND
HOUSING SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission
Implement Housing and redevelopment-related activities, including dissolution of former Redevelopment Agency.

Goal(s)
- Wind down affairs of former redevelopment agency pursuant to State Law.
- Administer City's Housing Trust Fund, including processing of funding requests by affordable housing providers and effectively administer on-going affordable housing-related responsibilities.
- Implement and monitor compliance with City's mobile home rent stabilization ordinance.

Prior Budget Accomplishments
- Prepared and secured DOF approval for Long Range Property Management Plan (October 2014).
- Processed four required Recognized Obligation Payment Schedules (ROPS) (through February 2015).
- Completed Area Housing Authority Los Feliz Affordable Housing Project (October 2014).
- Transferred former RDA public purpose property to City of Thousand Oaks (September 2013).

Additional Accomplishments
- Transferred former RDA non-housing assets to City of Thousand Oaks (October 2014).
- Reviewed and evaluated Many Mansions proposal to acquire Schillo Gardens (ongoing).
- Entered development agreement with CVUSD for redevelopment of Kelley Road property (June 2015).

Objective(s)
- Complete Schillo Gardens transaction. (Citywide Goal I: Redevelopment)
- Finish winding down former RDA affairs; process final two local ROPS; transition to Countywide Oversight Board. (Citywide Goal I: Redevelopment)
- Continue implementation of CVUSD Kelley Road site redevelopment (Priority 4). (Citywide Goal I: Redevelopment)
- Review In Lieu Fee and Linkage Fee levels (Priority 1). (Citywide Goal I: Redevelopment)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Mobile home rent control spaces(A)	1,007	1,007	1,007	1,007	1,007
City affordable units(B)	212	966	890	890	890
Acquisition/rehabilitation/new construction(C)	0	19	0	0	0

Performance Measure Notes
(A) Monitor 1,007 mobile home rent control spaces at eight mobile home parks.
(B) Monitor affordable units conditioned at extremely-low, very-low, lower, or moderate income levels.
(C) Financially assisted developer to acquire, rehabilitate, preserve or construct affordable units.

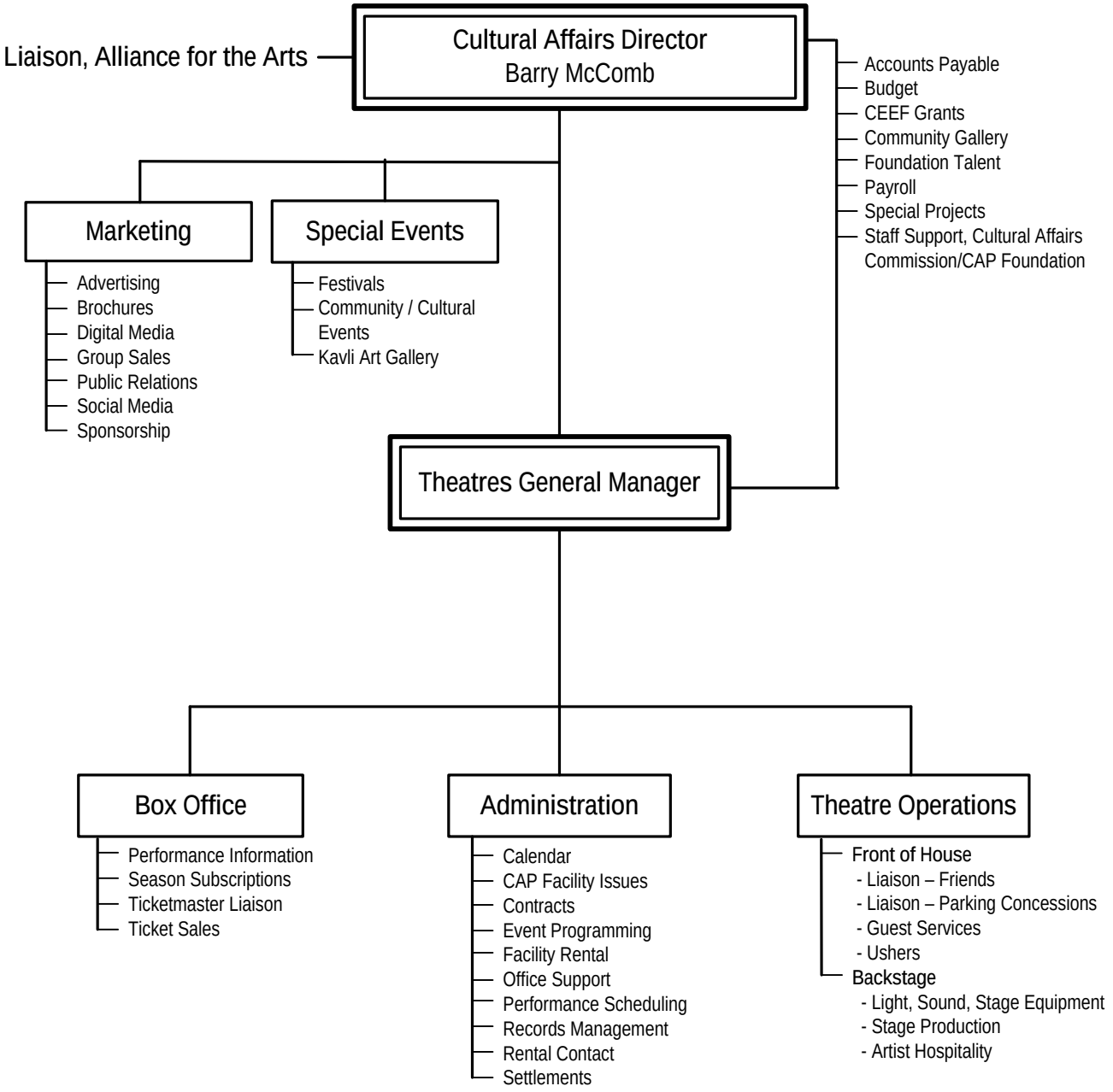
CULTURAL AFFAIRS

The Cultural Affairs Department oversees the Theatre operations for the Thousand Oaks Civic Arts Plaza and City's visual arts galleries, one of the largest performing arts centers between Los Angeles and San Francisco.

Other Services Provided and Responsibilities include:

- Arts Services
- Oversight of the programs and activities of the Thousand Oaks Civic Arts Plaza Foundation
- City liaison to the Thousand Oaks Cultural Affairs Commission
- City liaison to the Alliance for the Arts
- City liaison to the Friends of the Civic Arts Plaza

Cultural Affairs



Total Employees:
FY 15-16: 14
FY 16-17: 14

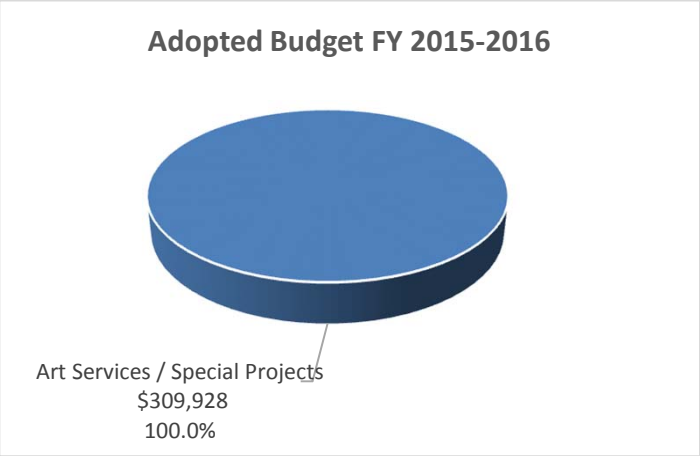
CULTURAL AFFAIRS

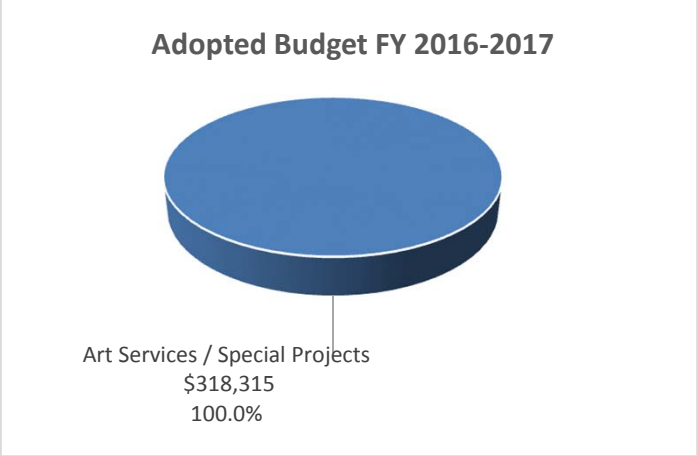
GENERAL FUND
PROGRAMS SUMMARY

Community and Cultural Services Department Mission Statement

To provide extraordinary service, educate, entertain, and enlighten the citizens of Thousand Oaks through exposure to art, music, drama, community, and government meetings and events, and to provide facilities and programs of interest.

		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocation Summary					
Art Services / Special Projects	$	266,898	319,138	309,928	318,315
Total	$	266,898	319,138	309,928	318,315

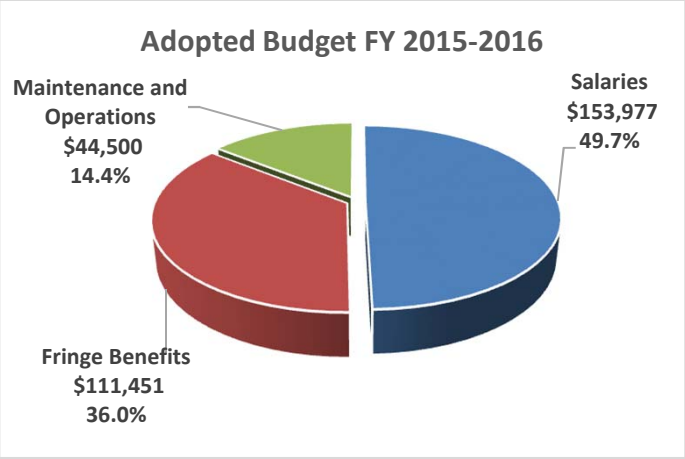


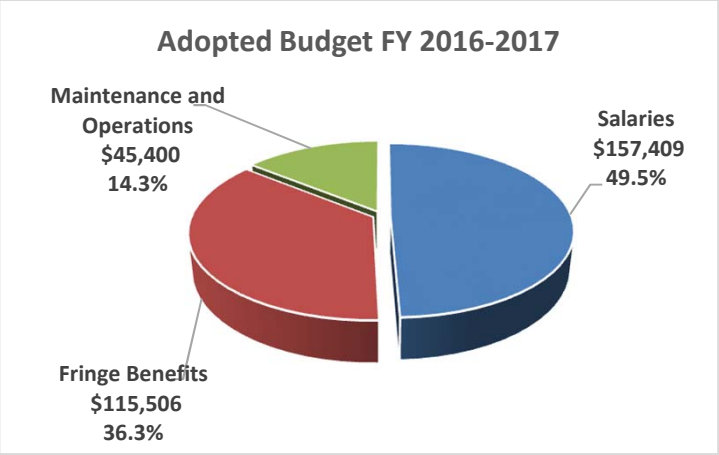


CULTURAL AFFAIRS

GENERAL FUND
ALLOCATION SUMMARY

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 173,175	190,866	153,977	157,409
Fringe Benefits	73,677	81,892	111,451	115,506
Maintenance and Operations:				
Supplies and Equipment	4,671	17,650	22,050	22,050
Repairs and Maintenance	374	1,100	200	200
Professional/Contractual Services	6,972	18,100	12,400	10,600
Utilities	4,477	6,230	6,350	6,350
Insurance and Claims	-	500	-	-
Training and Memberships	3,552	2,800	3,500	6,200
Total Maintenance and Operations	20,046	46,380	44,500	45,400
Total Program Allocations	$ 266,898	319,138	309,928	318,315





CULTURAL AFFAIRS

GENERAL FUND
ART SERVICES/SPECIAL PROJECTS

Program Description

Responsible for promoting cultural development for the City. Additional responsibilities include meeting room coordination, provide liaison support to the Alliance for the Arts, Citywide Arts sponsorships, and Regional Art Museum project.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 173,175	190,866	153,977	157,409
Fringe Benefits	73,677	81,892	111,451	115,506
Maintenance and Operations:				
Supplies and Equipment	4,671	17,650	22,050	22,050
Repairs and Maintenance	374	1,100	200	200
Professional/Contractual Services	6,972	18,100	12,400	10,600
Utilities	4,477	6,230	6,350	6,350
Insurance and Claims	-	500	-	-
Training and Memberships	3,552	2,800	3,500	6,200
Total Maintenance and Operations	20,046	46,380	44,500	45,400
Total Program Allocations	$ 266,898	319,138	309,928	318,315

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 1.50; FY 2016-17 - 1.50

FUNDING SOURCE: This program is funded 100% by General Fund

CULTURAL AFFAIRS

GENERAL FUND
ART SERVICES/SPECIAL PROJECTS
OBJECTIVES & PERFORMANCE MEASURES

Mission
To enrich and enhance the quality of life for citizens of Thousand Oaks through cultural arts programs and activities.

Goal(s)
- Provide residents with a wide range of cultural arts activities and special events through performing arts events, visual arts exhibitions, festivals, and multi-media opportunities.
- Administer City Community Events Endowment Fund grants in coordination with Cultural Affairs Commission.
- Establish annual community events that spotlight community cultural events.

Prior Budget Accomplishments
- Continued to work towards the completion of all applicable Cultural Arts Report recommendations approved by City Council (ongoing).
- Continued to increase awareness of and attendance at the Community Gallery through advertising, social media, and unique exhibitors (ongoing).
- Supported the development of a regional visual arts venue in Thousand Oaks (ongoing).

Additional Accomplishments
- Held Thousand Oaks Art Festival Kick-Off Reception (September 2013/2014) and Open Studio Tour (April 2015).

Objective(s)
- Continue to administer the CEEF in an efficient and equitable manner. (Citywide Goal B: Fiscally/Managerially Responsible)
- Hold Open Street Festival (October 2015), launch annual Pop-up Arts & Music Festival (Summer 2016), and hold a Citywide visual arts open studio tour. (Citywide Goal F: Cultural Programs)
- Continue to support the development of a regional visual arts venue. (Citywide Goal F: Cultural Programs)
- Participate in Americans for the Arts National Economic Impact Study 2016 and establish a timeline for the development of Cultural Arts Master Plan for the City of Thousand Oaks. (Citywide Goal F: Cultural Programs)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Number of art exhibitions-Kavli/number of attendees(A)	3/600	3/250	4/350	4/350	4/350
Number of art exhibitions-Thousand Oaks Community Gallery	13	16	15	16	16
Number of CEEF/Theatre Credit Grants awarded/Amount	39/17/$175,000	32/$85,000	31/85,000	35/$85,000	35/$85,000
Number of art purchases/donation requests	0**/4	0/2	0/2	0/3	0/3

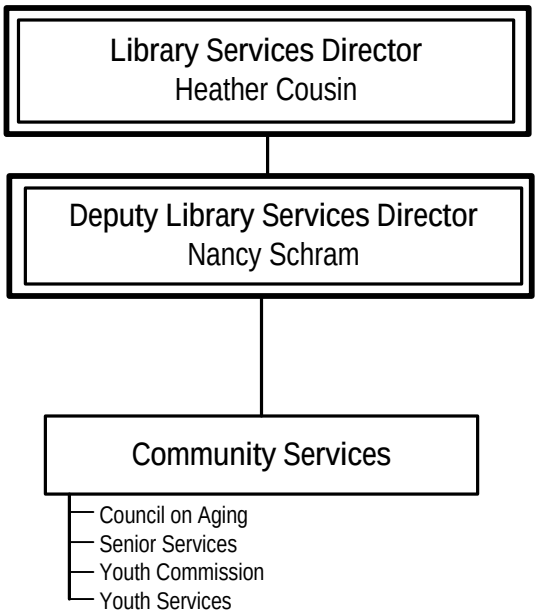
Performance Measure Notes
(A)Plus 225,000 Kavli Theatre patrons view art exhibits annually.
*Does not include approximately 20,000 Arts Festival attendees.
**No purchases due to budget reductions.

COMMUNITY SERVICES

Community Services oversees the following operations for the City of Thousand Oaks:

- Senior and Youth Services
- Council on Aging
- Youth Commission

Community Services



Total Employees:
FY 15-16: 1
FY 16-17: 1

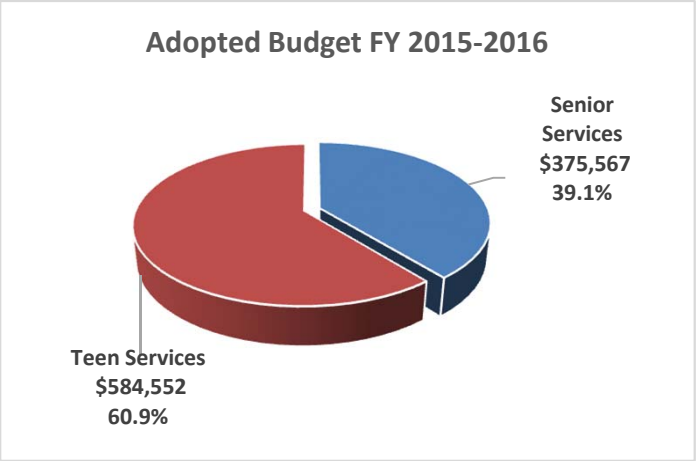
COMMUNITY SERVICES

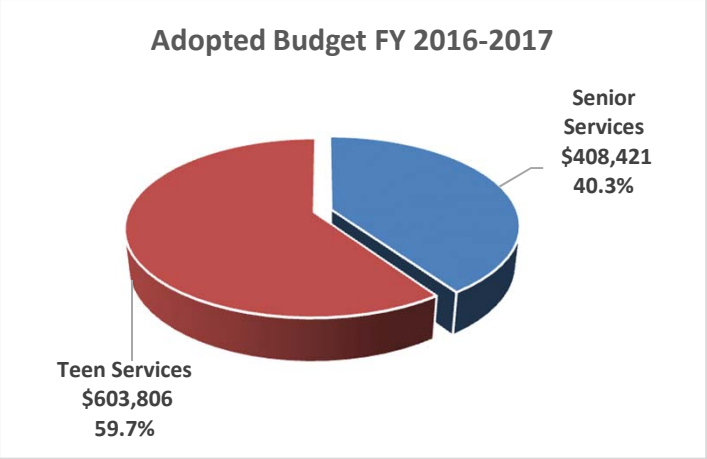
GENERAL FUND
PROGRAMS SUMMARY

Community Services Mission Statement

To provide extraordinary service, educate, entertain, and enlighten the citizens of Thousand Oaks through exposure to art, music, drama, community, and government meetings and events, and to provide facilities and programs of interest, while serving the needs of seniors and teens in the community..

		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocation Summary					
Senior Services	$	334,495	354,039	375,567	408,421
Teen Services		514,381	622,326	584,552	603,806
Total	$	848,876	976,365	960,119	1,012,227

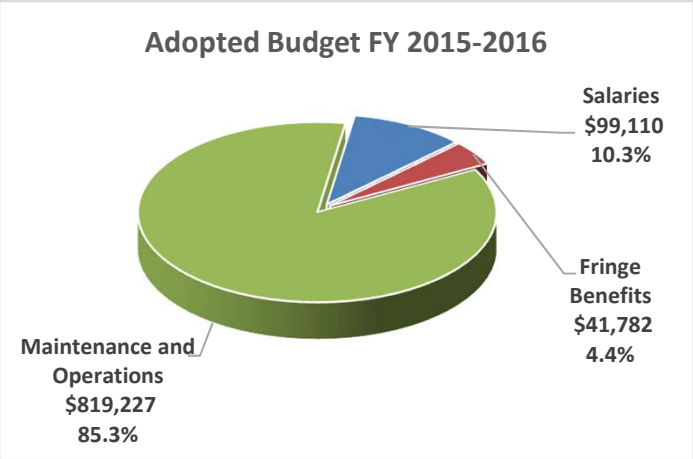


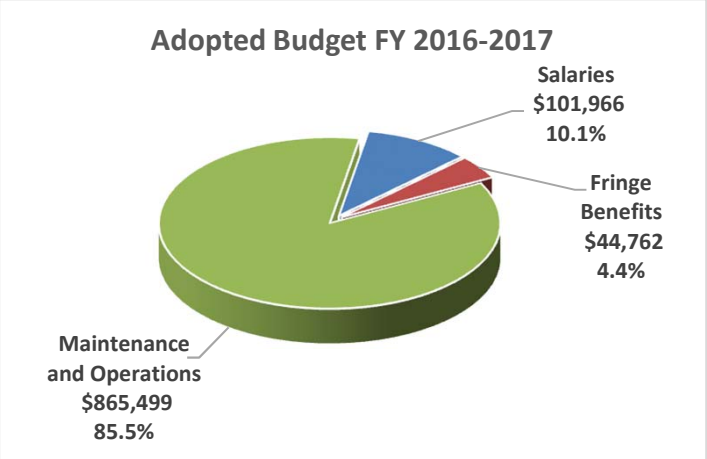


COMMUNITY SERVICES

GENERAL FUND
ALLOCATION SUMMARY

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 91,127	88,788	99,110	101,966
Fringe Benefits	38,896	44,532	41,782	44,762
Maintenance and Operations:				
Supplies and Equipment	31,211	29,550	49,925	48,825
Repairs and Maintenance	466,830	465,508	483,402	521,974
Professional/Contractual Services	207,773	333,052	273,720	283,520
Utilities	1,070	1,150	1,150	1,150
Equipment/Building Rental	10,913	12,100	8,690	8,690
Training and Memberships	1,056	1,685	2,340	1,340
Total Maintenance and Operations	718,853	843,045	819,227	865,499
Total Program Allocations	$ 848,876	976,365	960,119	1,012,227





COMMUNITY SERVICES

GENERAL FUND
SENIOR SERVICES

Program Description

This program is responsible for the Council on Aging program.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 45,564	44,394	49,555	50,983
Fringe Benefits	19,449	22,266	20,891	22,381
Maintenance and Operations:				
Supplies and Equipment	9,386	10,500	11,575	11,575
Repairs and Maintenance	246,216	252,429	271,441	301,877
Professional/Contractual Services	3,862	15,850	15,870	15,870
Utilities	535	575	575	575
Equipment/Building Rental	8,953	7,100	4,420	4,420
Training and Memberships	530	925	1,240	740
Total Maintenance and Operations	269,482	287,379	305,121	335,057
Total Program Allocations	$ 334,495	354,039	375,567	408,421

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 0.50; FY 2016-17 - 0.50

FUNDING SOURCE: This program is funded 100% by General Fund

COMMUNITY SERVICES

GENERAL FUND
SENIOR SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission
To facilitate programs for the benefit and well-being of the Thousand Oaks senior adult community.

Goal(s)
- Improve the quality of life for the senior adult community through greater awareness of the programs and resources available.
- Implement Senior Adult Master Plan (SAMP).
- Provide informative topics and make available to homebound seniors.

Prior Budget Accomplishments
- Increased awareness of senior adult community needs and programs through monthly outreach programs (ongoing).
- Completed SAMP Implementation Strategies and set goals for FY 2014-15 (October 2014).
- Planned and hosted annual Senior of the Year Banquet (June 2014 and June 2015).
- Update conejoconnections.org informational database (ongoing).

Additional Accomplishments
- Organized SAMP Implementation teams and held 86 meetings (July 2013 through May 2015).
- Co-hosted Boomer Bootcamp series at Scherr Forum Theatre (November 2013 and October 2014) and Conejo Cares Summit (January 2015).
- Hosted SAMP recruitment and volunteer appreciation breakfast; co-hosted transit trainings (quarterly), Youth vs experience sports exhibition March 2014 & 2015; Health and wellness game day May 2014; Live Well Age Well Seminars (monthly 2013-14).

Objective(s)
- Increase awareness of senior adult needs through outreach programs. (Citywide Goal F: Cultural Programs)
- Implement SAMP in a fiscally responsible manner. (Citywide Goal F: Cultural Programs)
- Plan and host annual Senior of the Year banquet. (Citywide Goal F: Cultural Programs)
- Work with Library staff on collaborative projects. (Citywide Goal F: Cultural Programs)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Monthly Council on Aging meetings/guest speakers	19/34	19/40	19/38	19/30	19/30
Special events/outreach/programs	12	8	31	10	10
Senior Service grant applications	2	2	2	2	2

Performance Measure Notes
Special events/outreach/programs include guest speakers at televised meetings

COMMUNITY SERVICES

GENERAL FUND
TEEN SERVICES

Program Description

This program is responsible for Youth Commission activities and for providing oversight to the Teen Center.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 45,563	44,394	49,555	50,983
Fringe Benefits	19,447	22,266	20,891	22,381
Maintenance and Operations:				
Supplies and Equipment	21,825	19,050	38,350	37,250
Repairs and Maintenance	220,614	213,079	211,961	220,097
Professional/Contractual Services	203,911	317,202	257,850	267,650
Utilities	535	575	575	575
Equipment/Building Rental	1,960	5,000	4,270	4,270
Training and Memberships	526	760	1,100	600
Total Maintenance and Operations	449,371	555,666	514,106	530,442
Total Program Allocations	$ 514,381	622,326	584,552	603,806

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 0.50; FY 2016-17 - 0.50

FUNDING SOURCE: This program is funded 100% by General Fund

COMMUNITY SERVICES

GENERAL FUND
TEEN SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission
To facilitate programs and services for the benefit and well-being of Thousand Oaks youth.

Goal(s)
- Provide the youth of the community with enjoyable programs.
- Inform youth of activities and services available through guest speakers and campus reports from local schools.
- Provide youth and family service information through resource center, website, and education.

Prior Budget Accomplishments
- Improved existing programs through collaboration and fund raising (ongoing).
- Increased awareness of activities and programs available through outreach and guest speakers (ongoing).
- Continue to maintain and update www.conejoconnections.org youth and family pages (ongoing).
- Successfully held collaborative events (12) with other departments and agencies (ongoing).

Additional Accomplishments
- Organized and implemented special events including "Youth Leadership Summit" (March 2014); Therapeutic Dance (March 2014 and 2015); Youth Recognition Awards (May 2014 and 2015).
- Organized and implemented collaborative events including "Drug Facts Chat Day" (February 2015); Watershed Clean up (May 2015); Youth vs. Experience Sports Exhibition (March 2014 and 2015); Reality Parties, (4 in 2014 and 2 in 2015).
- Served as liaison to Conejo Coalition for Youth and Families, Teen Center; Community Conscience Under one Roof, Conejo Youth Employment Services, and Conejo Valley Unified School District.
- Designed and implemented C.I.T.Y. Internship program 2013/2014 & 2014/2015, with a 250% increase in intern placement the second year.

Objective(s)
- Work with Library staff on collaborative projects. (Citywide Goal F: Cultural Programs)
- Plan and implement the biennial Youth Leadership Summit. (Citywide Goal A: Government Leadership)
- Complete Implementation Plan objectives, host annual events. (Citywide Goal F: Cultural Programs)
- Focus programming on leadership opportunities and community partnerships. (Citywide Goal A: Government Leadership)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Number of Youth Commission events/attendance(A)	24/1677	16/1260	16/1320	16/1320	16/1320
Number of Youth Commission meetings/speakers(B)	16/49	15/47	16/55	16/55	16/55
Number of collaborative events with outside agencies, including the Library	12	9	11	11	11

Performance Measure Notes
(A)Includes six leadership meetings and youth commission events.
(B)Meeting speakers include Associated Student Government/Associated Student Body student representatives.

PUBLIC WORKS

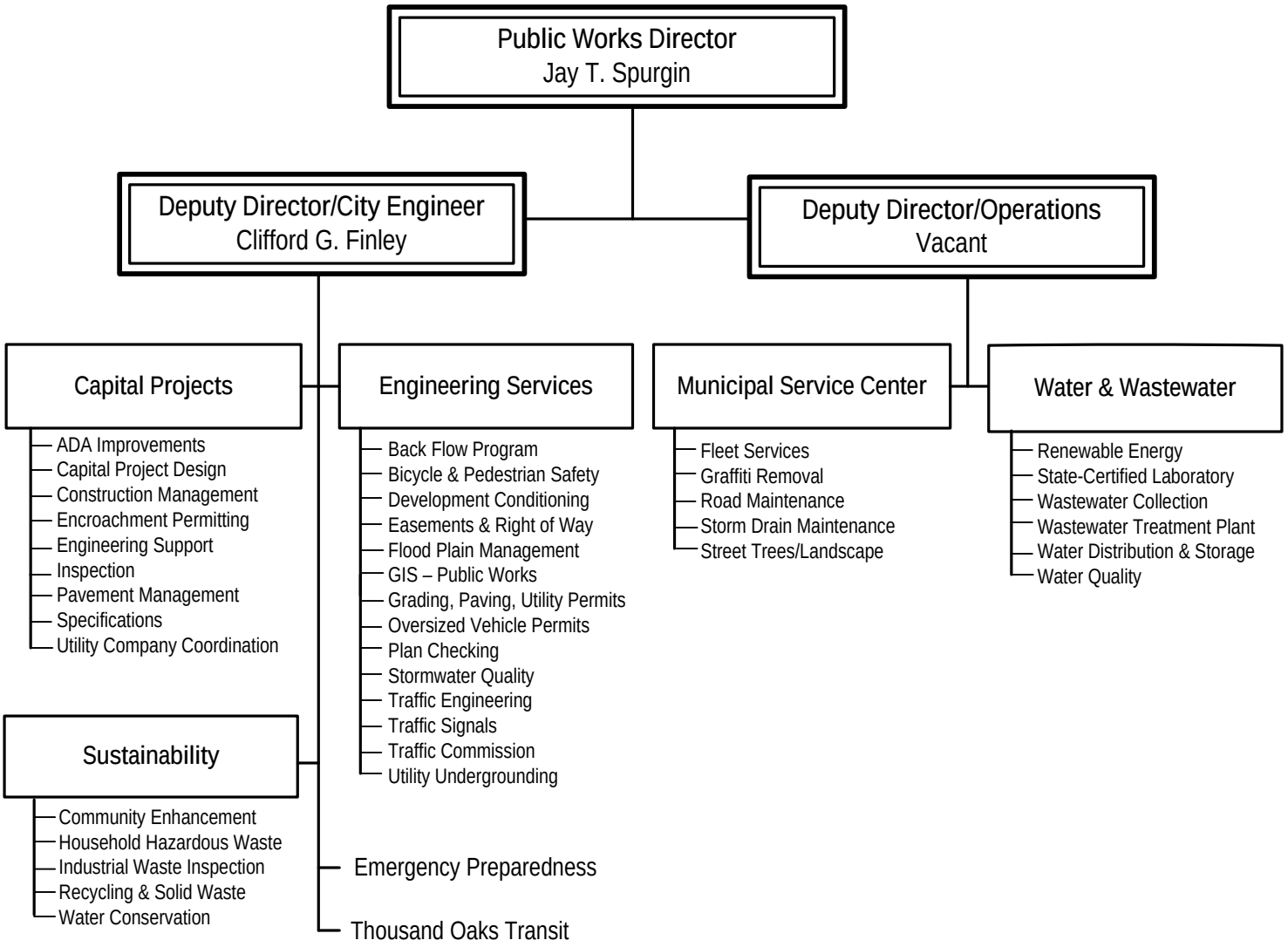
The Public Works Department has approximately 185 employees and is responsible for the management of the public infrastructure within the City, which includes streets, sidewalks, street trees, storm drains, water/wastewater and traffic signals. Public Works also provides engineering services, records management, and assessment districts within the City limits.

Other Services Provided and Responsibilities include:

- Emergency preparedness
- Public transit
- Encroachment permits
- Recycling
- Hazardous waste collection services

The Municipal Service Center (MSC) provides maintenance and services for the City's infrastructure, while the Hill Canyon Wastewater Treatment Plant provides the treatment of wastewater.

Public Works



Total Employees:
FY 15-16: 185
FY 16-17: 185

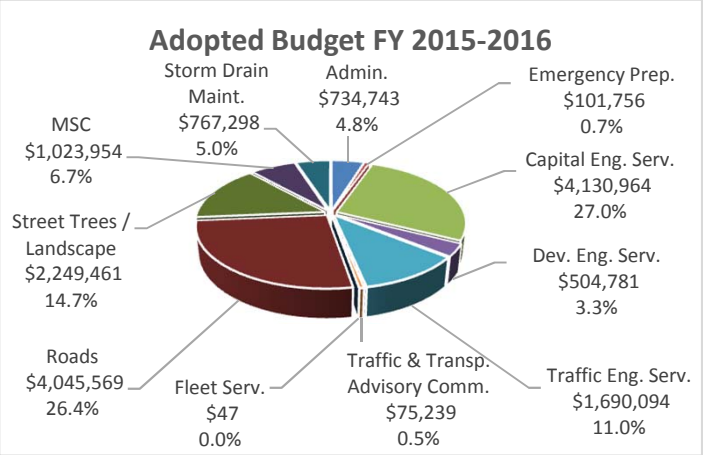
PUBLIC WORKS

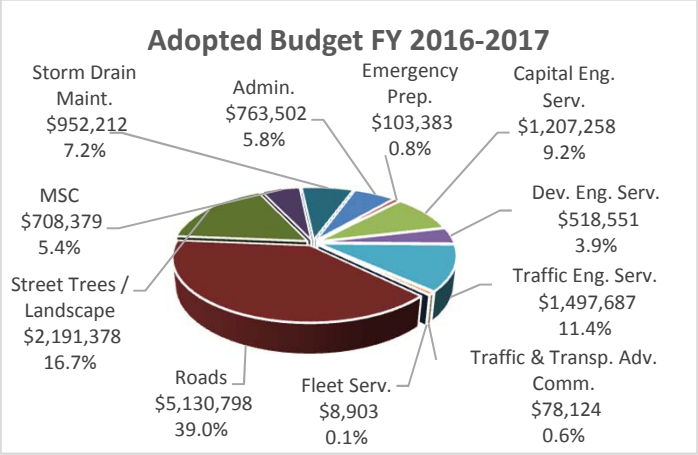
GENERAL FUND
PROGRAMS SUMMARY

Public Works Department Mission Statement

To provide quality and responsive services to the citizens of Thousand Oaks through superior engineering, maintenance, operations, and administrative services that incorporate outstanding customer service and integrity in a safe, cost-effective, and environmentally-responsible manner.

		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocation Summary					
Administration	$	635,587	701,496	734,743	763,502
Business Management		204,973	206,254	-	-
Emergency Preparedness		92,534	128,494	101,756	103,383
Capital Engineering Services		3,731,776	7,678,723	4,130,964	1,207,258
Development Engineering Services		572,770	666,746	504,781	518,551
Traffic Engineering Services		1,080,238	1,293,436	1,690,094	1,497,687
Traffic and Transportation Advisory Commission		47,967	50,849	75,239	78,124
Fleet Services		312,806	567,208	47	8,903
Roads		3,383,385	3,672,534	4,045,569	5,130,798
Street Trees / Landscape		1,508,663	2,076,161	2,249,461	2,191,378
Municipal Service Center		865,287	787,165	1,023,954	708,379
Storm Drain Maintenance		221,720	270,435	767,298	952,212
Total	$	12,657,706	18,099,501	15,323,906	13,160,175

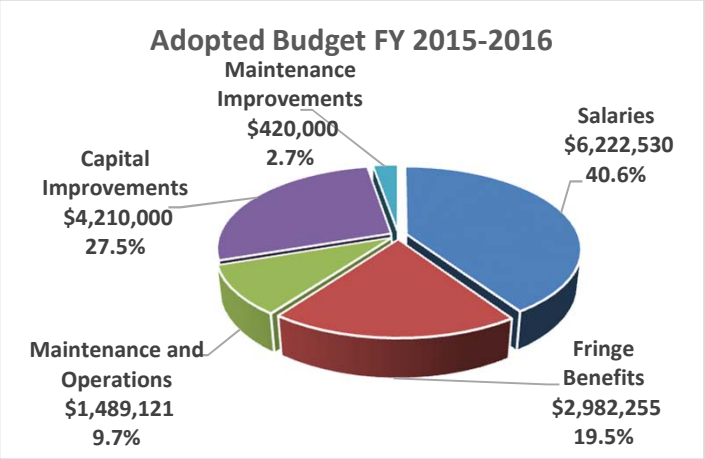


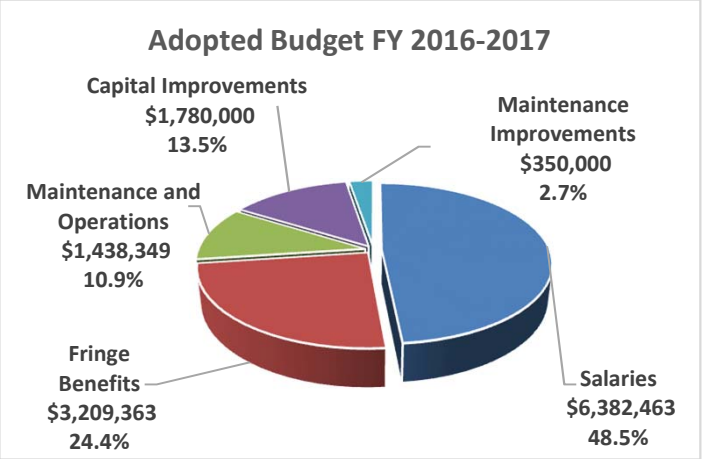


PUBLIC WORKS

GENERAL FUND
ALLOCATION SUMMARY

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 5,654,667	6,113,668	6,222,530	6,382,463
Fringe Benefits	2,755,243	3,331,391	2,982,255	3,209,363
Maintenance and Operations:				
Supplies and Equipment	2,666,213	2,839,289	2,922,300	2,907,300
Repairs and Maintenance	63,541	88,600	106,600	106,800
Professional/Contractual Services	981,760	3,702,030	1,405,040	1,258,455
Utilities	439,148	385,750	487,400	509,200
Equipment/Building Rental	15,598	23,100	20,790	20,790
Training and Memberships	33,421	80,950	85,100	82,100
Asset Replacement Funding	467,434	488,021	413,489	558,802
Total Maintenance and Operations	4,667,115	7,607,740	5,440,719	5,443,447
Charge Backs	(3,258,467)	(3,369,302)	(3,951,598)	(4,005,098)
Capital Outlay:				
Capital Outlay	792,791	1,303,844	940,232	449,507
Use of Asset Replacement	(792,541)	(1,145,194)	(940,232)	(449,507)
Total Capital Outlay	250	158,650	-	-
Capital Improvements	2,838,898	4,257,354	4,210,000	1,780,000
Maintenance Improvements	-	-	420,000	350,000
Total Program Allocations	$ 12,657,706	18,099,501	15,323,906	13,160,175





PUBLIC WORKS

GENERAL FUND
ADMINISTRATION

Program Description

Administration provides overall management of Public Works Department and administrative assistance to the Director, Deputy Director and Department staff, including preparation of City Council staff reports, processing of contracts, agreements, and task orders, maintenance of files, grant management, energy efficiency and sustainability, budget preparation and monitoring, user fees, financial plans, and related fiscal functions.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 382,318	362,334	418,944	430,314
Fringe Benefits	162,746	186,933	163,432	179,406
Maintenance and Operations:				
Supplies and Equipment	15,772	21,200	29,900	27,900
Repairs and Maintenance	155	550	250	250
Professional/Contractual Services	56,956	109,602	91,240	94,655
Utilities	793	1,000	1,500	1,500
Equipment/Building Rental	5,292	5,600	4,400	4,400
Training and Memberships	5,678	8,400	19,200	19,200
Asset Replacement Funding	5,877	5,877	5,877	5,877
Total Maintenance and Operations	90,523	152,229	152,367	153,782
Total Program Allocations	$ 635,587	701,496	734,743	763,502

Budget Variance: Professional/Contractual Services includes chargeback for Business Management.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 3.70; FY 2016-17 - 3.70

FUNDING SOURCE: This program is funded 100% by General Fund

PUBLIC WORKS

GENERAL FUND
ADMINISTRATION
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide excellent customer service to the public and responsive administrative support to Department staff.

Goal(s)

- Provide exceptional customer service to internal and external customers.
- Process all documents accurately, professionally, and in a timely manner.
- Provide superior administrative support to Department staff.
- Manage state and federal grants and invoicing.

Prior Budget Accomplishments

- Processed 117 departmental City Council items, covering several Funds (June 2015).

Objective(s)

- Develop Climate Action Plan. (Citywide Goal A: Government Leadership)
- Provide administrative support for City Council agenda items. (Citywide Goal A: Government Leadership)
- Review Department General Fund expenditures monthly. (Citywide Goal B: Fiscally/Managerially Responsible)
- Manage Federal and State Grants. (Citywide Goal B: Fiscally/Managerially Responsible)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Process departmental CRMS cases in a timely manner	99%	99%	99%	99%	99%

PUBLIC WORKS

GENERAL FUND
BUSINESS MANAGEMENT

Program Description

This program is responsible for the Department's various business functions, which include accounting, purchasing, budget preparation, user fees, and related fiscal functions.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 141,330	132,120	-	-
Fringe Benefits	62,525	70,534	-	-
Maintenance and Operations:				
Supplies and Equipment	158	900	-	-
Professional/Contractual Services	-	100	-	-
Training and Memberships	960	2,600	-	-
Total Maintenance and Operations	1,118	3,600	-	-
Total Program Allocations	$ 204,973	206,254	-	-

Budget Variance: Business Management costs were allocated to both PWD-Administration and Finance-Accounting.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 0.00; FY 2016-17 - 0.00

FUNDING SOURCE: This program is funded 100% by General Fund

PUBLIC WORKS

GENERAL FUND
BUSINESS MANAGEMENT
OBJECTIVES & PERFORMANCE MEASURES

Mission
To manage the Department's fiscal matters in an efficient and cost effective manner.

Goal(s)
- Process invoices received for payment prior to their due dates to ensure eligibility for prompt payment discounts and avoid late charges.

Prior Budget Accomplishments
- Completed budget preparation and user fee revisions on schedule for Finance Department review (April/May 2015).

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Monthly reporting of General Fund Operating Budget and Capital Projects	100%	100%	0%	0%	0%

Performance Measure Notes
Public Works currently uses the reports produced by the Finance Department.

PUBLIC WORKS

GENERAL FUND
EMERGENCY PREPAREDNESS

Program Description

This program is responsible for coordinating with County Office of Emergency Services, Police Department, Fire Protection District, and all City departments in preparing and training for City's overall response to emergencies.

		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations					
Salaries	$	32,793	42,381	45,889	46,688
Fringe Benefits		16,677	18,988	13,717	14,545
Maintenance and Operations:					
Supplies and Equipment		32,762	13,900	16,000	16,000
Professional/Contractual Services		1,665	39,000	16,000	16,000
Utilities		5,029	6,500	5,200	5,200
Training and Memberships		840	4,950	4,950	4,950
Asset Replacement Funding		2,768	2,775	-	-
Total Maintenance and Operations		43,064	67,125	42,150	42,150
Total Program Allocations	$	92,534	128,494	101,756	103,383

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 0.25; FY 2016-17 - 0.25

FUNDING SOURCE: This program is funded 100% by General Fund

PUBLIC WORKS

GENERAL FUND
EMERGENCY PREPAREDNESS
OBJECTIVES & PERFORMANCE MEASURES

Mission

To prepare and respond to emergencies in a coordinated effort with the County Office of Emergency Services, Ventura County Fire Department, and Thousand Oaks Police Department.

Goal(s)

- Continue to upgrade functionality and use of the City's Emergency Operations Center (EOC).
- Complete training of City employees in Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS) operations.
- Respond effectively to emergencies in coordination with County Office of Emergency Services, Ventura County Fire Department, and Thousand Oaks Police Department.
- Support and promote emergency public preparedness and planning through public outreach, website use, social media, and individual preparedness training.

Prior Budget Accomplishments

- Completed two Thousand Oaks Community Emergency Response Team (CERT) classes in coordination with Ventura County Fire Department (ongoing).
- Updated City Emergency Operations Plan and trained key EOC staff (ongoing).

Additional Accomplishments

- Updated and adopted City Emergency Operations Plan (December 2014).
- Established standardized monthly radio communication drills, updated lap tops, furniture, distributed additional handheld radios and replaced monitors in the City EOC (ongoing).

Objective(s)

- Complete Emergency Core Committee, EOC Section and Employee Emergency Training. (Citywide Goal C: Public Safety)
- Complete one EOC tabletop exercise and participate in one county emergency response training exercise. (Citywide Goal C: Public Safety)
- Complete two CERT Training Classes of CERT graduates and one countywide CERT Refresher exercise. (Citywide Goal C: Public Safety)
- Update the City's Hazard Mitigation Plan. (Citywide Goal C: Public Safety)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Percentage of full-time staff that have completed Emergency Response training	90%	95%	95%	95%	95%
Number of Emergency Response exercises conducted for CERT	2	2	1	1	1
Number of residents subscribed to VC Alert	7,485	6,640	7,485	8,500	10,000

PUBLIC WORKS

GENERAL FUND
CAPITAL ENGINEERING SERVICES

Program Description

This program ensures compliance with City, State, and Federal regulations, proper planning, engineering, and construction of public improvement projects.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 740,557	801,935	754,352	772,198
Fringe Benefits	325,664	382,569	346,712	380,160
Maintenance and Operations:				
Supplies and Equipment	52,558	43,050	39,000	39,000
Repairs and Maintenance	-	200	1,400	1,400
Professional/Contractual Services	30,300	2,267,328	400	400
Utilities	1,227	1,550	1,800	1,800
Equipment/Building Rental	1,000	1,000	-	-
Training and Memberships	7,581	14,250	12,300	12,300
Asset Replacement Funding	3,252	27,837	-	-
Total Maintenance and Operations	95,918	2,355,215	54,900	54,900
Capital Outlay:				
Capital Outlay	127,495	-	-	-
Use of Asset Replacement	(127,245)	-	-	-
Total Capital Outlay	250	-	-	-
Capital Improvements	2,569,387	4,139,004	2,975,000	-
Total Program Allocations	$ 3,731,776	7,678,723	4,130,964	1,207,258

Budget Variance: Professional/Contractual Services includes maintenance improvement projects.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 6.75; FY 2016-17 - 6.75

FUNDING SOURCE: This program is funded 100% by General Fund

PUBLIC WORKS

GENERAL FUND
CAPITAL ENGINEERING SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission
To provide efficient and safe design and construction of capital infrastructure.

Goal(s)
- Design and construct public infrastructure in compliance with City codes and standards.
- Administer Capital Improvement Program (CIP) to improve, expand, maintain, rehabilitate, and enhance existing City infrastructure assets.
- Continue safe and efficient use of City rights-of-way through planning and permitting.

Prior Budget Accomplishments
- Designed and constructed capital projects, as listed with corresponding funding sources in CIP budget (ongoing).
- Conditioned, plan checked, permitted, inspected, and accepted development projects (ongoing).
- Managed rights-of-way efficiently, including abandonments, street name changes, and permits issued (ongoing).

Objective(s)
- Administer Capital Improvement Programs efficiently in conjunction with four engineering divisions and achieve all objectives. (Citywide Goal E: Public Infrastructure)
- Condition, plan check, and inspect development projects to meet City codes and standards. (Citywide Goal E: Public Infrastructure)
- Manage rights-of-way to protect City's interest and ensure public safety and convenience. (Citywide Goal E: Public Infrastructure)
- Geographic Information System atlas updated every six months. (Citywide Goal E: Public Infrastructure)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Inspections performed within one business day of request(A)	95%	99%	95%	99%	99%
Development plan check turn-around within three weeks(A)	90%	90%	90%	95%	95%
Miles of street overlay(B)	9	12	7	7	7
Miles of street slurry seal(B)	19	30	47	0	0

Performance Measure Notes
(A)All measures are applicable to multiple funds.
(B)Assumes 50 foot road width.
(C)FY 15-16 Pavement Rehabilitation postponed due to lack of funding.

PUBLIC WORKS

GENERAL FUND
DEVELOPMENT ENGINEERING SERVICES

Program Description

This program ensures compliance with City, State, and Federal development regulations, proper construction of development projects and permitted projects within the City and provides customer service/counter assistance.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 220,955	216,963	286,141	293,487
Fringe Benefits	88,828	106,076	109,140	115,564
Maintenance and Operations:				
Supplies and Equipment	1,628	2,150	3,200	3,200
Professional/Contractual Services	257,932	335,207	100,000	100,000
Utilities	150	100	200	200
Training and Memberships	3,277	6,250	6,100	6,100
Total Maintenance and Operations	262,987	343,707	109,500	109,500
Total Program Allocations	$ 572,770	666,746	504,781	518,551

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 3.00; FY 2016-17 - 3.00

FUNDING SOURCE: This program is funded 100% by General Fund

PUBLIC WORKS

GENERAL FUND
DEVELOPMENT ENGINEERING SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission

To ensure efficient and safe development related infrastructure.

Goal(s)

- Ensure development projects are designed and constructed in compliance with City, State, and Federal codes and standards.

Objective(s)

- Condition, plan check, and inspect development projects to meet City codes and standards. (Citywide Goal E: Public Infrastructure)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Development plan check turn-around within three weeks(A)	90%	90%	90%	95%	95%
Grading Permits Issued	N/A	N/A	N/A	25	25
Paving Permits Issued	N/A	N/A	N/A	25	25
Encroachment Permits Issued	N/A	N/A	N/A	25	25
Number of customers served at the counter (all Funds)	N/A	N/A	N/A	2,500	2,500

Performance Measure Notes

(A)All measures are applicable to multiple funds.

PUBLIC WORKS

GENERAL FUND
TRAFFIC ENGINEERING SERVICES

Program Description

This program is responsible for providing safe and convenient movement of traffic at the City's 132 signalized intersections and 22 lighted pedestrian crossings, and providing cost effective, safe, and efficient roadway and traffic control systems.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 611,601	743,711	764,031	775,390
Fringe Benefits	280,082	290,115	330,432	353,466
Maintenance and Operations:				
Supplies and Equipment	18,329	18,800	17,000	15,000
Repairs and Maintenance	-	2,000	200	400
Professional/Contractual Services	116,721	151,610	213,100	63,100
Utilities	3,472	14,600	14,000	14,000
Training and Memberships	4,030	17,100	11,800	11,800
Asset Replacement Funding	-	-	4,531	4,531
Total Maintenance and Operations	142,552	204,110	260,631	108,831
Capital Outlay:				
Capital Outlay	25,374	-	-	-
Use of Asset Replacement	(25,374)	-	-	-
Total Capital Outlay	-	-	-	-
Capital Improvements	46,003	55,500	135,000	60,000
Maintenance Improvements	-	-	200,000	200,000
Total Program Allocations	$ 1,080,238	1,293,436	1,690,094	1,497,687

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 5.05; FY 2016-17 - 5.05

FUNDING SOURCE: This program is funded 100% by General Fund

PUBLIC WORKS

GENERAL FUND
TRAFFIC ENGINEERING SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide traffic engineering services and recommendations for City transportation systems and roadways for the safe and convenient mobility of people, goods, and services.

Goal(s)

- Manage electronic traffic signals and traffic control devices to ensure maximum safety and convenience for the majority of road users including motorists, pedestrians, bicyclists, and equestrians.
- Conduct advanced traffic and transportation system review and planning to meet the mobility needs for current and future roadway conditions.
- Recommend and implement improvements for safety and congestion reduction in residential and school areas and major arterial roadways that connect to State freeways.

Prior Budget Accomplishments

- Completed approved recommendations based on reasonable citizen requests for stop sign control, signal installations and modifications, striping changes, new traffic warning signs, bike route systems, and on-street parking provisions (ongoing).
- Reviewed school traffic issues at City's 35 schools and provided bicycle safety education to 1,500 students (ongoing).
- Implemented Centracs Traffic Signal System Software to monitor and reduce congestion at 1/3 of City Maintained Traffic Signals (ongoing).

Additional Accomplishments

- Secured grant funding (SRTS, HSIP, Art. 3) for improvement projects and educational campaigns totaling $528,000 (ongoing).
- Collected and analyzed traffic data at 100 City locations (ongoing).
- Implemented 5 miles of bicycle lanes and traffic calming improvements including Hillcrest Drive between 23 Freeway and Hodencamp Road (February 2015).
- Completed intersection level of service reports for the Countywide Congestion Management Plan [CMP] (ongoing).

Objective(s)

- Receive and respond to citizen and school district traffic concerns promptly. (Citywide Goal C: Public Safety)
- Implement 5 miles of new bike lanes as identified in the City's Bicycle Masterplan. (Citywide Goal E: Public Infrastructure)
- Install traffic signal at Camino Dos Rios and Teller Road to mitigate safety concerns and improve mobility of traffic. (Citywide Goal E: Public Infrastructure)
- Install traffic signal fiber interconnect cables at 20 intersections. (Citywide Goal E: Public Infrastructure)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Research and respond to citizen traffic concerns within three weeks	90%	90%	90%	90%	90%
Install video detection at all City traffic signals	10 intersections	10 intersections	10 intersections	10 intersections	10 intersections
Number of speed surveys conducted	40	70	50	50 intersection	50 intersections
Average Level-of-Service for intersections Citywide	AM - 38% "A"; PM - 44%"A"	AM - 55% "A"; PM - 50% "A"	AM - 55% "A"; PM - 50% "A"	AM - 50% "A"; PM - 45% "A"	AM - 50% "A"; PM - 45% "A"
Miles of bike lanes added	3 miles	6 miles	3 miles	3 miles	3 miles

PUBLIC WORKS

GENERAL FUND
TRAFFIC AND TRANSPORTATION ADVISORY COMMISSION

Program Description

This program provides support for the Traffic and Transportation Advisory Commission which reviews engineering reports, receives public input, and makes recommendations to City Council regarding local and regional traffic and transportation needs of the community.

		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations					
Salaries	$	33,532	33,232	51,789	52,834
Fringe Benefits		13,885	15,317	20,250	22,090
Maintenance and Operations:					
Supplies and Equipment		494	1,900	2,800	2,800
Training and Memberships		56	400	400	400
Total Maintenance and Operations		550	2,300	3,200	3,200
Total Program Allocations	$	47,967	50,849	75,239	78,124

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 0.45; FY 2016-17 - 0.45

FUNDING SOURCE: This program is funded 100% by General Fund

PUBLIC WORKS

GENERAL FUND
TRAFFIC AND TRANSPORTATION ADVISORY COMMISSION
OBJECTIVES & PERFORMANCE MEASURES

Mission
To support City Council and provide informed traffic and transportation recommendations to meet current and future mobility needs of the community improving movement of goods, people, and services on City roadways and City transportation.

Goal(s)
- Conduct regular community meetings to encourage public involvement in a friendly, helpful, and productive manner.
- Schedule Traffic and Transportation Advisory Commission recommendations for City Council consideration.
- Follow-up in a timely manner on the effectiveness of implemented traffic and transportation programs.

Prior Budget Accomplishments
- Reviewed citizen petition requests for residential traffic control in a timely manner (ongoing).

Additional Accomplishments
- Reviewed City Speed Hump Policy and Recommended Traffic Calming Measures for Newbury Road (September 2014 and February 2015)

Objective(s)
- Review citizen petition requests for residential traffic control in a timely manner. (Citywide Goal A: Government Leadership)
- Make concise recommendations to City Council taking into consideration all the traffic and transportation needs of the community. (Citywide Goal A: Government Leadership)
- Review Dial-a-Ride and Thousand Oaks Transit fare study and make recommendations to City Council. (Citywide Goal A: Government Leadership)
- Review Crossing Guard Program on an annual basis. (Citywide Goal C: Public Safety)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Resolve traffic issues at meeting	80%	85%	85%	85%	85%
Engineering reports provided	13	11	13	12	12

PUBLIC WORKS

GENERAL FUND
FLEET SERVICES

Program Description

This program is responsible for providing preventative maintenance and repair for the City's vehicles and equipment, as well as providing procurement. This program helps determine the best vehicle for the user's needs and administers the car/van pool vehicles.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 690,727	764,686	814,670	839,210
Fringe Benefits	344,494	432,833	409,232	435,494
Maintenance and Operations:				
Supplies and Equipment	1,440,241	1,618,154	1,629,700	1,638,600
Repairs and Maintenance	18,208	23,250	23,000	23,000
Professional/Contractual Services	14,496	19,700	29,900	29,900
Utilities	643	2,700	2,600	2,700
Equipment/Building Rental	2,610	3,000	4,000	4,000
Training and Memberships	3,346	6,600	7,900	7,900
Asset Replacement Funding	133,479	126,285	85,595	88,149
Total Maintenance and Operations	1,613,023	1,799,689	1,782,695	1,794,249
Charge Backs	(2,335,438)	(2,588,650)	(3,006,550)	(3,060,050)
Capital Outlay:				
Capital Outlay	30,813	508,621	14,300	179,478
Use of Asset Replacement	(30,813)	(349,971)	(14,300)	(179,478)
Total Capital Outlay	-	158,650	-	-
Total Program Allocations	$ 312,806	567,208	47	8,903

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 11.50; FY 2016-17 - 11.50

FUNDING SOURCE: This program is funded 100% by General Fund

PUBLIC WORKS

GENERAL FUND
FLEET SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission
To ensure City vehicles and equipment are maintained to operate reliably, efficiently, and safely.

Goal(s)
- Monitor and direct maintenance activities of Fleet Services Division.
- Provide and maintain a dependable and safe fleet according to best fleet management practices.
- Reduce fuel and maintenance costs by standardizing fleet and purchasing fuel-efficient vehicles and equipment.

Prior Budget Accomplishments
- Obtained satisfactory California Highway Patrol (CHP) rating for Bi-annual Inspection of Terminal (BIT) (ongoing).

Additional Accomplishments
- Increased Alternative Fueled Vehicles to 57% of fleet.
- Continued on-line auctions for surplus equipment resulting in increased revenue and less staff time spent disposing of surplus (Ongoing).
- Provided in-source service to Conejo Recreation and Park District vehicles, and Moorpark Transit, while still maintaining entire City Fleet (ongoing).
- Continued Placement as Top 100 Fleets in North America. (ongoing)

Objective(s)
- Perform preventive maintenance in accordance with maintenance practices to extend useful life of vehicles and equipment. (Citywide Goal B: Fiscally/Managerially Responsible)
- Conduct annual CHP inspections to comply with State regulations by making safety equipment available and serviceable, performing/recording emissions tests, and maintaining accurate vehicle maintenance and operator inspection records. (Citywide Goal B: Fiscally/Managerially Responsible)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Percentage of vehicles that receive preventive maintenance within 10% of the due date/miles/hours	95%	95%	92%	95%	95%
Percentage of employee time spent on unscheduled repairs	Estimated 42%	35%	33%	33%	33%
Percentage of fleet using alternative fuel	50%	55%	57%	60%	61%
Receive annual CHP/BIT satisfactory rating	Received	Received	Received	Received	Received

Performance Measure Notes
Utilize Water Conservation practices where possible (car wash system recycled water, eliminate irrigation in parking medians at service yard)
Sustainability - continue installation/conversion of all lights at MSC to LED,

PUBLIC WORKS

GENERAL FUND
ROADS

Program Description

This program is responsible for maintaining City's streets and sidewalks.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 1,638,081	1,724,074	1,735,335	1,783,251
Fringe Benefits	853,207	1,061,498	924,245	995,574
Maintenance and Operations:				
Supplies and Equipment	672,614	676,860	733,600	713,600
Repairs and Maintenance	-	200	350	350
Professional/Contractual Services	11,331	61,500	181,500	181,500
Utilities	56,641	41,700	54,700	54,700
Equipment/Building Rental	2,208	4,500	2,500	2,500
Training and Memberships	557	4,400	3,900	3,900
Asset Replacement Funding	148,746	137,802	149,439	215,423
Total Maintenance and Operations	892,097	926,962	1,125,989	1,171,973
Charge Backs	-	(40,000)	(40,000)	(40,000)
Capital Outlay:				
Capital Outlay	315,861	328,961	434,000	100,000
Use of Asset Replacement	(315,861)	(328,961)	(434,000)	(100,000)
Total Capital Outlay	-	-	-	-
Capital Improvements	-	-	300,000	1,220,000
Total Program Allocations	$ 3,383,385	3,672,534	4,045,569	5,130,798

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 28.45; FY 2016-17 - 28.45

FUNDING SOURCE: This program is funded 100% by General Fund

PUBLIC WORKS

GENERAL FUND
ROADS
OBJECTIVES & PERFORMANCE MEASURES

Mission
To repair and maintain the City's asphalt streets and concrete sidewalks to City road standards.

Goal(s)
- Schedule and complete asphalt paving and sealing of City streets prior to annual capital improvement projects.
- Continue to address sidewalk defects through in-house repairs and contracted services

Prior Budget Accomplishments
- Provided inspection support and maintenance inventory for capital paving and resurfacing project FY 2014/15.
- Completed over 20,000 sq. ft. of remedial concrete sidewalk repairs FY 2014-15.
- Completed concrete surface grinding of sidewalks at over 1,000 locations (ongoing).

Additional Accomplishments
- Initiated first thermal plastic crosswalk at Norman Ave. and Suffolk St.
- Placed new concrete City benches with logo at various locations.

Objective(s)
- Continue to repair street surfaces/trenches as needed. (Citywide Goal E: Public Infrastructure)
- Complete annual sidewalk inventory and establish priority listing for grinding. (Citywide Goal E: Public Infrastructure)
- Continue to stripe/mark all school emblems and major roadways as necessary. (Citywide Goal E: Public Infrastructure)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Asphalt repairs (sq. ft.)	90,000	59,000	115,000	100,000	100,000
Concrete sidewalks removed/repaired (sq. ft.)	31,000	14,787	15,000	15,000	15,000
Upgrade traffic signs	1,600	1,836	1,200	1,000	1,000

Performance Measure Notes
Utilize water conservation practices where possible. Vacuum job sites and no washdown
Continue to perform crack filling on roads to service life (ongoing)

PUBLIC WORKS

GENERAL FUND
STREET TREES/LANDSCAPE

Program Description

This program provides landscape and tree maintenance to City facilities, center medians, parkways, and landscaped slopes throughout the City.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 828,361	929,399	1,001,787	1,028,809
Fringe Benefits	442,943	565,252	512,162	545,710
Maintenance and Operations:				
Supplies and Equipment	284,314	311,950	317,150	317,650
Repairs and Maintenance	-	5,000	7,000	7,000
Professional/Contractual Services	417,719	583,615	617,000	617,000
Utilities	310,992	263,200	354,500	375,500
Equipment/Building Rental	21	1,000	1,000	1,000
Training and Memberships	3,058	7,550	11,050	8,050
Asset Replacement Funding	101,132	106,695	89,708	152,555
Total Maintenance and Operations	1,117,236	1,279,010	1,397,408	1,478,755
Charge Backs	(879,877)	(697,500)	(861,896)	(861,896)
Capital Outlay:				
Capital Outlay	266,983	401,799	413,932	170,029
Use of Asset Replacement	(266,983)	(401,799)	(413,932)	(170,029)
Total Capital Outlay	-	-	-	-
Capital Improvements	-	-	200,000	-
Total Program Allocations	$ 1,508,663	2,076,161	2,249,461	2,191,378

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 18.75; FY 2016-17 - 18.75

FUNDING SOURCE: This program is funded 100% by General Fund

PUBLIC WORKS

GENERAL FUND
STREET TREES/LANDSCAPE
OBJECTIVES & PERFORMANCE MEASURES

Mission
To enhance the quality of life by providing quality landscape improvements and tree services within the City of Thousand Oaks.

Goal(s)
- Provide high level of landscape maintenance and services exceeding resident's expectations.
- Maintain a healthy, safe, and sustainable urban forest.

Prior Budget Accomplishments
- Trimmed 3,250 City trees (ongoing).
- Completed weed abatement of 62 acres of open space (ongoing).
- Removed 200 street trees and planted 350 trees (ongoing).
- Maintained Tree City USA status (ongoing).

Additional Accomplishments
- Coordinated various volunteer plantings of over 200 trees FY 2014-15.
- Coordinated volunteer planting along flood plain 2015.
- Presented Oak Leaf award to volunteers for efforts in City beautification - 6 awards (June 2015).
- Discontinued use of anticoagulants, discontinued use of synthetic fertilizers (all organic).

Objective(s)
- Provide maintenance to City's 518 acres of greenbelts, medians, and parkways. (Citywide Goal E: Public Infrastructure)
- Enhance City's tree program by planting a minimum of 150 Valley Oaks (Quercus lobata) (Citywide Goal E: Public Infrastructure)
- Develop RFP for Landscape Master Plan and Tree Inventory (Citywide Goal B: Fiscally/Managerially Responsible)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Number of new trees planted by City Staff/Contractors/Volunteers	500	500	350	350	350
Number of trees trimmed by Staff/Contractors (A)	2,500	2,500	3000	3000	3000
Acres of weed abatement performed (B)	200 acres	200 acres	200	200	200
Number of beneficial insects released for pest control	0	0	225,000	225,000	225,000

Performance Measure Notes
(A)Only trees trimmed, removed, and planted in General Fund area are represented.
(B)Weed abatement includes 145 acres of open space and 55 acres of road sides.
Utilize Water Conservation practices where possible (turf median reductions, irrigation reductions, no new plantings)

PUBLIC WORKS

GENERAL FUND
MUNICIPAL SERVICE CENTER

Program Description

This Program is responsible for customer service, office administration, dispatch, accounts payable, purchasing, inventory management, and facilities maintenance.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 295,555	320,351	303,046	312,631
Fringe Benefits	146,836	179,669	132,433	145,859
Maintenance and Operations:				
Supplies and Equipment	52,508	63,325	56,950	56,950
Repairs and Maintenance	45,178	57,400	74,400	74,400
Professional/Contractual Services	74,600	77,868	78,400	78,400
Utilities	60,201	52,000	50,500	51,200
Equipment/Building Rental	4,467	3,000	6,890	6,890
Training and Memberships	4,008	8,100	6,750	6,750
Asset Replacement Funding	1,578	5,754	7,737	18,451
Total Maintenance and Operations	242,540	267,447	281,627	293,041
Charge Backs	(43,152)	(43,152)	(43,152)	(43,152)
Capital Outlay:				
Capital Outlay	26,265	64,463	60,000	-
Use of Asset Replacement	(26,265)	(64,463)	(60,000)	-
Total Capital Outlay	-	-	-	-
Capital Improvements	223,508	62,850	350,000	-
Total Program Allocations	$ 865,287	787,165	1,023,954	708,379

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 3.98; FY 2016-17 - 3.98

FUNDING SOURCE: This program is funded 100% by General Fund

PUBLIC WORKS

GENERAL FUND
MUNICIPAL SERVICE CENTER
OBJECTIVES & PERFORMANCE MEASURES

Mission
To support Municipal Service Center (MSC) divisions with facility and administrative services.

Goal(s)
- Manage and coordinate maintenance and operation activities for Street, Landscape, Water, Wastewater, Fleet and Transit divisions.
- Provide administrative and purchasing services to support maintenance and operation divisions.
- Provide exceptional customer service to staff and residents.

Prior Budget Accomplishments
- Inventory discrepancy of less than one percent (ongoing).
- Responded to and closed Customer Response Management System (CRMS) cases within one week (ongoing).
- Documented, scheduled, and unscheduled work activities using Computerized Maintenance Management System (CMMS) (ongoing).
- Responded to and addressed 11,000 work orders annually (ongoing).

Additional Accomplishments
- Responded to all customer service requests within 24 hours (ongoing).
- Continued Public Works Week, Arbor/Earth Day, Arts Festival, Amgen Tour, Fourth of July, and Conejo Valley Days Parade support

Objective(s)
- Keep accurate records of maintenance activities to City's infrastructure. (Citywide Goal E: Public Infrastructure)
- Provide exceptional customer service responding to resident concerns within 24 hours. (Citywide Goal A: Government Leadership)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Number of Work Orders responded to annually	Est. 11,000	11,000	10,000	12,000	12,000
Average response time to calls received	1 hr.	1 hr.	1hr	1hr	1hr

Performance Measure Notes
Utilize Water Conservation practices where possible (public outreach, quick dispatch for leak repairs in/outside of water service area)
Sustainability - used 31 cubic yards of bio-char = sequestering 93,000 lbs of carbon

PUBLIC WORKS

GENERAL FUND
STORM DRAIN MAINTENANCE

Program Description

This program supports maintenance activities required as part of the City's Stormwater Quality Management Program and National Pollutant Discharge Elimination System permit issued by the Regional Water Quality Control Board.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 38,857	42,482	46,546	47,651
Fringe Benefits	17,356	21,607	20,500	21,495
Maintenance and Operations:				
Supplies and Equipment	94,835	67,100	77,000	76,600
Professional/Contractual Services	40	56,500	77,500	77,500
Utilities	-	2,400	2,400	2,400
Equipment/Building Rental	-	5,000	2,000	2,000
Training and Memberships	30	350	750	750
Asset Replacement Funding	70,602	74,996	70,602	73,816
Total Maintenance and Operations	165,507	206,346	230,252	233,066
Capital Outlay:				
Capital Outlay	-	-	18,000	-
Use of Asset Replacement	-	-	(18,000)	-
Total Capital Outlay	-	-	-	-
Capital Improvements	-	-	250,000	500,000
Maintenance Improvements	-	-	220,000	150,000
Total Program Allocations	$ 221,720	270,435	767,298	952,212

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 0.55; FY 2016-17 - 0.55

FUNDING SOURCE: This program is funded 100% by General Fund

PUBLIC WORKS

GENERAL FUND
STORM DRAIN MAINTENANCE
OBJECTIVES & PERFORMANCE MEASURES

Mission
To provide inspection and maintenance to the storm drain infrastructure prior to seasonal rain events.

Goal(s)
- Inventory, inspect, and clean catch basin inlets, channels, ditches, and detention basins prior to annual wet season.
- Respond to and report illegal discharge issues.

Prior Budget Accomplishments
- Completed annual inventory and inspection of 3,753 catch basins FY13/14.
- Completed annual removal of 2,500 lbs of silt/debris FY 13/14.

Additional Accomplishments
- Cleaned out Automall drains complete to the 101 Freeway FY 13/14.
- Completed annual cleaning of Janss Road open storm channel FY 13.
- Developed On-Call agreement for storm water services.

Objective(s)
- Inspect each catch basin inlet annually. (Citywide Goal E: Public Infrastructure)
- Clear deposits of silt/debris from basin annually per California Regional Water Quality Control Board permit. (Citywide Goal E: Public Infrastructure)
- Assist in responding to illicit discharges in roadways. (Citywide Goal E: Public Infrastructure)
- Install 40 trash excluders at drain inlets. (Citywide Goal B: Fiscally/Managerially Responsible)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Percent of storm drain catch basins inspected and cleaned (A)	100% / 3,753	100% / 3,753	100% / 3,753	100% / 3,753	100% / 3,753
Storm drain placards installed (A)	130	121	ok	no change	no change
Percent of debris basins inspected and cleaned	100% / 4	100% / 4	100% / 4	100% / 4	100% / 4

Performance Measure Notes
(A)City will continue to investigate inlet and outlet interceptors to minimize pollutants downstream, as well as interior linings for storm drain pipes in an effort to increase longevity.
Increased trash excluders and inlet pipe screens to reduce TMDLs and meet stormwater regulations
Utilize Water Conservation practices where possible (vacuum more and use less flushing for cleaning)

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ENTERPRISE FUNDS

Water
Wastewater
Solid Waste
Transportation
Theatres
Los Robles Greens Golf Course

WATER FUND

PUBLIC WORKS

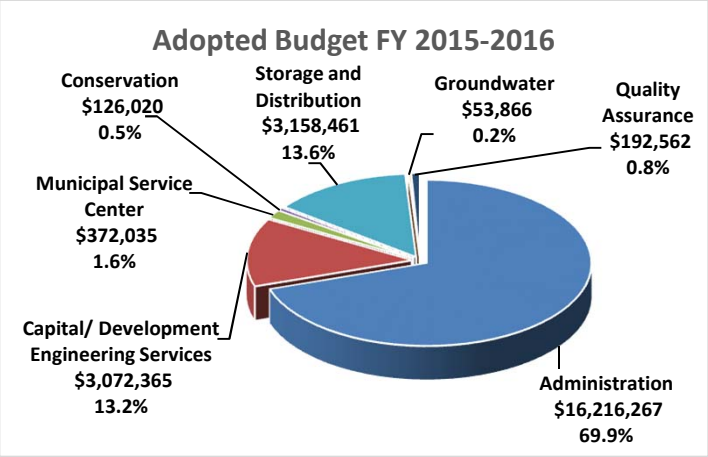
WATER FUND
OPERATIONS/CAPITAL SUMMARY

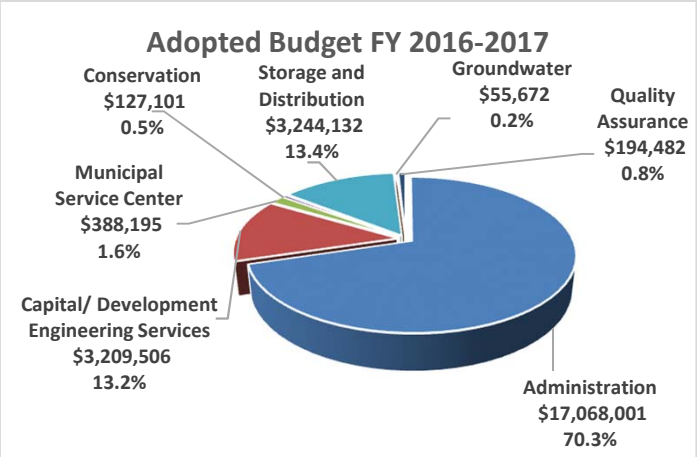
	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Amount Available for Allocation				
Estimated Revenues:				
Plant Investment Fees	$ 334,879	8,800	380,000	380,000
Base Charges	4,508,908	5,031,000	4,728,000	4,728,000
Metered Water Sales	21,059,856	22,688,000	20,891,022	20,891,022
Lift Charges	731,912	770,000	658,800	658,800
Construction Water	(9,676)	-	-	-
Stand-By (Fire Detectors)	51,913	49,000	51,900	51,900
Fire Flow Surcharge	14,116	200	23,000	23,000
Backflow Prevention	36,951	45,000	50,100	50,100
Special Facilities Surcharge	71,127	10,000	-	-
Installation - Meter	13,808	20,000	-	-
Plan Checking/Filing Fee	14,768	700	16,000	16,000
Inspection Fees	13,590	2,000	1,100	1,100
Rental of City Facilities	28,679	23,000	25,500	25,500
Interest Income	298,140	209,700	270,000	240,000
Miscellaneous Revenue	401,095	294,600	220,600	220,600
Total Estimated Revenues	27,570,066	29,152,000	27,316,022	27,286,022
Reserve Accounts	-	1,712,405	1,304,736	1,394,502
Total Available for Allocation	$ 27,570,066	30,864,405	28,620,758	28,680,524
Estimated Requirements				
Operating Expenses:				
Salaries	$ 2,182,473	2,361,797	2,134,082	2,185,112
Fringe Benefits	1,000,888	1,267,729	997,024	1,078,355
Maintenance and Operations	18,730,238	19,617,606	17,918,281	18,768,633
Charge Backs	(21,576)	(21,576)	(21,576)	(21,576)
Capital Outlay	15,096	34,200	-	-
Total Operating Expenses	21,907,119	23,259,756	21,027,811	22,010,524
Capital Improvements	2,352,621	7,604,649	7,292,947	6,420,000
Maintenance Improvements	-	-	300,000	250,000
Reserve Accounts	3,310,326	-	-	-
Total Estimated Requirements	$ 27,570,066	30,864,405	28,620,758	28,680,524

PUBLIC WORKS

WATER FUND
PROGRAMS SUMMARY

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocation Summary				
Administration	$ 255,029	285,579	16,216,267	17,068,001
Business Management	17,353,380	17,236,611	-	-
Capital/Development Engineering Services	1,032,159	1,217,079	3,072,365	3,209,506
Municipal Service Center	491,097	440,822	372,035	388,195
Conservation	13,973	18,972	126,020	127,101
Storage and Distribution	2,499,637	3,120,038	3,158,461	3,244,132
Groundwater	37,880	50,522	53,866	55,672
Quality Assurance	162,821	208,719	192,562	194,482
Total	$ 21,845,976	22,578,342	23,191,576	24,287,089

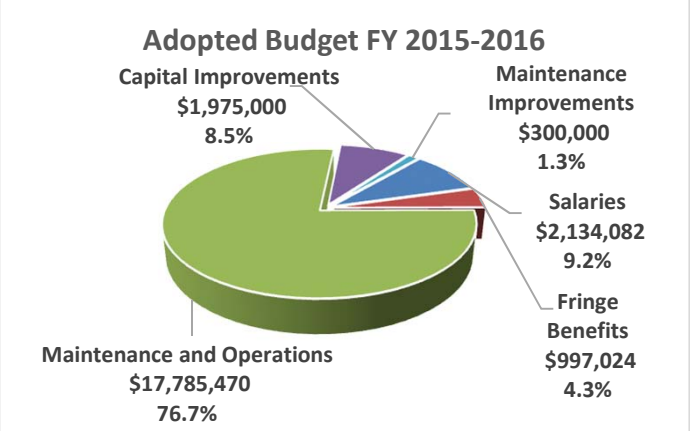


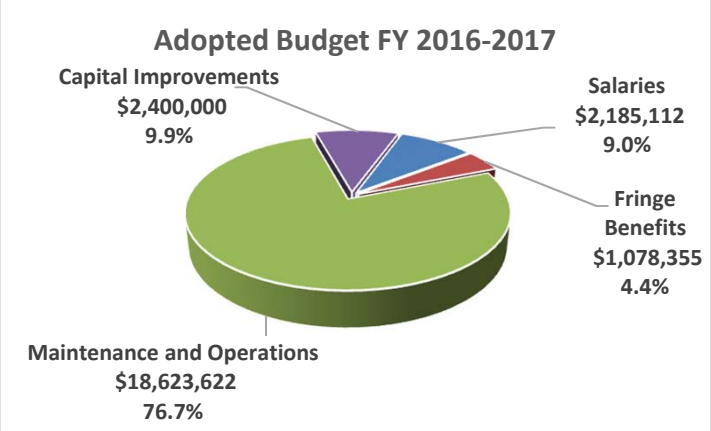


PUBLIC WORKS

WATER FUND
ALLOCATION SUMMARY

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 2,182,473	2,361,797	2,134,082	2,185,112
Fringe Benefits	1,000,888	1,267,729	997,024	1,078,355
Maintenance and Operations:				
Supplies and Equipment	373,819	536,673	601,350	584,650
Repairs and Maintenance	25,290	43,050	39,100	39,100
Professional/Contractual Services	1,587,622	1,994,015	1,908,858	1,971,036
Utilities	16,474,939	15,991,400	14,926,400	15,688,750
Insurance and Claims	67,613	191,106	192,800	192,800
Equipment/Building Rental	5,257	6,200	6,640	6,640
Training and Memberships	26,456	60,125	48,900	48,900
Asset Replacement Funding	108,099	113,623	82,998	113,322
Total Maintenance and Operations	18,669,095	18,936,192	17,807,046	18,645,198
Charge Backs	(21,576)	(21,576)	(21,576)	(21,576)
Capital Outlay:				
Capital Outlay	174,500	178,407	275,271	33,366
Use of Asset Replacement	(159,404)	(144,207)	(275,271)	(33,366)
Total Capital Outlay	15,096	34,200	-	-
Capital Improvements	-	-	1,975,000	2,400,000
Maintenance Improvements	-	-	300,000	-
Total Program Allocations	$ 21,845,976	22,578,342	23,191,576	24,287,089





PUBLIC WORKS

WATER FUND
ADMINISTRATION

Program Description

Administration provides overall management of Public Works Department and administrative assistance to the Director, Deputy Director and Department staff, including preparation of City Council staff reports, processing of contracts, agreements, and task orders, maintenance of files, grant management, energy efficiency and sustainability, budget preparation and monitoring, user fees, financial plans, and related fiscal functions.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 173,014	168,544	190,757	195,890
Fringe Benefits	72,947	89,565	75,242	85,565
Maintenance and Operations:				
Supplies and Equipment	4,383	13,700	26,200	23,300
Repairs and Maintenance	62	350	350	350
Professional/Contractual Services	-	3,320	1,298,158	1,377,336
Utilities	304	500	14,421,000	15,181,000
Insurance and Claims	-	-	192,800	192,800
Equipment/Building Rental	2,117	2,500	1,760	1,760
Training and Memberships	2,202	7,100	10,000	10,000
Total Maintenance and Operations	9,068	27,470	15,950,268	16,786,546
Total Program Allocations	$ 255,029	285,579	16,216,267	17,068,001

Budget Variance: Utilities now includes the purchase of water, previously done by Business Management.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 1.75; FY 2016-17 - 1.75

FUNDING SOURCE: This program is funded 100% by Water Fund

PUBLIC WORKS

WATER FUND
ADMINISTRATION
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide excellent customer service to the public and responsive administrative support to Department staff.

Goal(s)

- Provide exceptional customer service to internal and external customers.
- Process all documents accurately, professionally, and in a timely manner.
- Provide superior administrative support to Department staff.

Prior Budget Accomplishments

- Refer to Prior Budget Accomplishments in General Fund - Administration.

Objective(s)

- Provide administrative support for Water City Council agenda items. (Citywide Goal A: Government Leadership)
- Annual review of water connection rates and fees. (Citywide Goal B: Fiscally/Managerially Responsible)
- Manage Federal and State Grants (Citywide Goal B: Fiscally/Managerially Responsible)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Refer to Performance Measures in General Fund - Administration	N/A	N/A	N/A	N/A	N/A

PUBLIC WORKS

WATER FUND
BUSINESS MANAGEMENT

Program Description

This program is responsible for the Department's various business functions, which include accounting, purchasing, budget preparation, user fees, and related fiscal functions.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 65,923	99,655	-	-
Fringe Benefits	28,540	52,883	-	-
Maintenance and Operations:				
Supplies and Equipment	9,375	1,050	-	-
Professional/Contractual Services	1,198,037	1,389,817	-	-
Utilities	15,983,519	15,500,000	-	-
Insurance and Claims	67,613	191,106	-	-
Training and Memberships	373	2,100	-	-
Total Maintenance and Operations	17,258,917	17,084,073	-	-
Total Program Allocations	$ 17,353,380	17,236,611	-	-

Budget Variance: Business Management costs were allocated to both Water-Administration and Finance-Accounting.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 0.00; FY 2016-17 - 0.00

FUNDING SOURCE: This program is funded 100% by Water Fund

PUBLIC WORKS

WATER FUND
BUSINESS MANAGEMENT
OBJECTIVES & PERFORMANCE MEASURES

Mission
To manage the Department's fiscal matters in an efficient and cost-effective manner.

Goal(s)
- Develop service charges and connection fees that are sufficient to meet the cost of providing water service.
- Process invoices received for payment prior to due dates ensuring eligibility for prompt payment discounts and avoiding late charges.

Prior Budget Accomplishments
- Completed budget preparation and User Fee revisions on schedule for Finance Department review (April/May 2015).
- Completed Asset Management Plan and Financial Plan (Fall 2014).

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Water service charges reviewed	Review rates concurrent with budget process	Rates revised	Review rates concurrently with budget process.	move to Admin	move to Admin
Water Financial Plan updated biennially	N/A	Plan updated	N/A	move to Admin	move to Admin

Performance Measure Notes
(A) Water service charge review and Financial plan update moved to Administration effective 7/1/15.

PUBLIC WORKS

WATER FUND
CAPITAL/DEVELOPMENT ENGINEERING SERVICES

Program Description

This program ensures compliance with City, State, and Federal regulations, proper planning, engineering, and construction of public improvement projects.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 692,633	754,293	495,579	506,703
Fringe Benefits	293,702	365,116	218,836	234,853
Maintenance and Operations:				
Supplies and Equipment	6,602	13,200	10,650	10,650
Repairs and Maintenance	561	500	550	550
Professional/Contractual Services	25,488	50,085	58,000	43,000
Utilities	689	1,400	1,250	1,250
Training and Memberships	7,714	20,400	12,500	12,500
Asset Replacement Funding	4,770	12,085	-	-
Total Maintenance and Operations	45,824	97,670	82,950	67,950
Capital Outlay:				
Capital Outlay	50,898	67,677	-	33,366
Use of Asset Replacement	(50,898)	(67,677)	-	(33,366)
Total Capital Outlay	-	-	-	-
Capital Improvements	-	-	1,975,000	2,400,000
Maintenance Improvements	-	-	300,000	-
Total Program Allocations	$ 1,032,159	1,217,079	3,072,365	3,209,506

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 8.00; FY 2016-17 - 8.00

FUNDING SOURCE: This program is funded 100% by Water Fund

PUBLIC WORKS

WATER FUND
CAPITAL/DEVELOPMENT ENGINEERING SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission
To provide efficient and safe design and construction of development and capital water system infrastructure.

Goal(s)
- Design and construct water system infrastructure in compliance with City codes and standards.
- Administer Capital Improvement Program (CIP) to improve, expand, maintain, rehabilitate, and enhance existing water system infrastructure assets.
- Continue safe and efficient operation of City water system through planning and engineering.
- Ensure development projects are designed and constructed in compliance with City, State, and Federal codes and standards.

Prior Budget Accomplishments
- Designed and constructed water system capital projects, as listed with corresponding funding sources in CIP budget (ongoing).
- Conditioned, plan checked, permitted, inspected, and accepted water improvements by development projects (ongoing).

Objective(s)
- Administer water system Capital Improvement Program efficiently in conjunction with four engineering divisions and achieve all objectives. (Citywide Goal E: Public Infrastructure)
- Condition, plan check, and inspect development projects to meet applicable water system codes and standards. (Citywide Goal E: Public Infrastructure)
- Water Geographical Information System (GIS) atlas updated every six months. (Citywide Goal E: Public Infrastructure)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Complete design and construction of CIP projects as scheduled in the CIP (A)	90%	100%	90%	100%	100%
Complete CIP projects within Adopted budget (A)	90%	90%	90%	90%	90%
Development plan-check turnaround within 3 weeks (A)	90%	95%	90%	95%	95%
Water system inspections performed within 24 hours of request	90%	95%	90%	95%	95%
Number of customers served at the counter (all Funds)	N/A	N/A	N/A	2,500	2,500

Performance Measure Notes
(A)All measures are applicable to multiple funds.

PUBLIC WORKS

WATER FUND
MUNICIPAL SERVICE CENTER

Program Description

This program is responsible for customer service, office administration, dispatch, accounts payable, purchasing, inventory management, and facilities maintenance.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 166,995	186,584	164,956	170,247
Fringe Benefits	81,815	105,758	73,161	81,542
Maintenance and Operations:				
Supplies and Equipment	32,499	42,100	37,150	37,150
Repairs and Maintenance	23,676	28,200	24,200	24,200
Professional/Contractual Services	141,108	36,334	28,950	28,950
Utilities	25,592	26,000	25,150	25,500
Equipment/Building Rental	1,840	1,500	2,680	2,680
Training and Memberships	2,133	3,925	2,800	2,800
Asset Replacement Funding	37,015	25,997	34,564	36,702
Total Maintenance and Operations	263,863	164,056	155,494	157,982
Charge Backs	(21,576)	(21,576)	(21,576)	(21,576)
Capital Outlay:				
Capital Outlay	41,645	7,530	112,525	-
Use of Asset Replacement	(41,645)	(1,530)	(112,525)	-
Total Capital Outlay	-	6,000	-	-
Total Program Allocations	$ 491,097	440,822	372,035	388,195

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 2.21; FY 2016-17 - 2.21

FUNDING SOURCE: This program is funded 100% by Water Fund

PUBLIC WORKS

WATER FUND
MUNICIPAL SERVICE CENTER
OBJECTIVES & PERFORMANCE MEASURES

Mission

To support Municipal Service Center (MSC) divisions with facility and administrative services.

Goal(s)

- Manage and coordinate maintenance and operation division activities.
- Provide administrative and purchasing services to support maintenance and operation divisions.
- Provide exceptional customer service to staff and residents.

Prior Budget Accomplishments

- Inventory discrepancy of less than one percent (ongoing).
- Documented, scheduled, and unscheduled work activities using Computerized Maintenance Management System (CMMS) (ongoing).
- Responded to and addressed 11,000 work orders annually (ongoing).
- Responded to all customer service requests within 24 hours and Customer Response Management System (CRMS) referrals within four work days (ongoing).

Objective(s)

- Keep accurate records of maintenance activities to City's water infrastructure. (Citywide Goal E: Public Infrastructure)
- Provide exceptional customer service responding to resident water concerns within 24 hours. (Citywide Goal A: Government Leadership)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Refer to Performance Measures in General Fund - Municipal Service Center	N/A	N/A	N/A	N/A	N/A

PUBLIC WORKS

WATER FUND
CONSERVATION

Program Description

This program is responsible for implementing water conservation measures and promoting water conservation programs to City residential, commercial, and industrial customers.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 6,438	6,302	63,208	63,337
Fringe Benefits	2,705	3,170	31,062	32,014
Maintenance and Operations:				
Supplies and Equipment	36	4,600	16,600	16,600
Professional/Contractual Services	1,043	500	10,750	10,750
Training and Memberships	3,751	4,400	4,400	4,400
Total Maintenance and Operations	4,830	9,500	31,750	31,750
Total Program Allocations	$ 13,973	18,972	126,020	127,101

Budget Variance: Budget was increased due to drought conditions placing more of a priority on conservation.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 0.35; FY 2016-17 - 0.35

FUNDING SOURCE: This program is funded 100% by Water Fund

PUBLIC WORKS

WATER FUND
CONSERVATION
OBJECTIVES & PERFORMANCE MEASURES

Mission

To encourage and enable customers to utilize the water supply in an environmentally-responsible manner.

Goal(s)

- Provide City water customers with educational material that encourages water conservation.
- Closely monitor water usage to ensure compliance with the 20% reduction by 2020 mandate.
- Prepare the state-mandated Urban Water Management Plan update.

Prior Budget Accomplishments

- Provided outreach to City water customers throughout the budget cycle (ongoing).
- Promoted water conservation at Citywide events (ongoing).
- Closely tracked water usage throughout the year.

Objective(s)

- Provide outreach to City water customers. (Citywide Goal A: Government Leadership)
- Track water usage and report to the State Water Board every month. (Citywide Goal E: Public Infrastructure)
- Prepare the Urban Water Management Plan update by June 2016 (Citywide Goal E: Public Infrastructure)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Acre feet of water purchased by City	11,500	12,794	11,225	10,500	10,500
Average number of gallons used by residential customers per day	425	479	427	400	400

PUBLIC WORKS

WATER FUND
STORAGE AND DISTRIBUTION

Program Description

This program is responsible for the operation and maintenance of City water storage, distribution, and pumping infrastructure.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 971,685	1,028,455	1,110,711	1,137,723
Fringe Benefits	466,022	589,260	541,266	583,539
Maintenance and Operations:				
Supplies and Equipment	310,462	441,323	490,250	476,450
Repairs and Maintenance	991	13,000	13,000	13,000
Professional/Contractual Services	205,994	481,459	478,500	478,500
Utilities	458,543	452,500	466,000	468,000
Equipment/Building Rental	1,300	2,200	2,200	2,200
Training and Memberships	3,230	8,100	8,100	8,100
Asset Replacement Funding	66,314	75,541	48,434	76,620
Total Maintenance and Operations	1,046,834	1,474,123	1,506,484	1,522,870
Capital Outlay:				
Capital Outlay	81,957	103,200	162,746	-
Use of Asset Replacement	(66,861)	(75,000)	(162,746)	-
Total Capital Outlay	15,096	28,200	-	-
Total Program Allocations	$ 2,499,637	3,120,038	3,158,461	3,244,132

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 16.45; FY 2016-17 - 16.45

FUNDING SOURCE: This program is funded 100% by Water Fund

PUBLIC WORKS

WATER FUND
STORAGE AND DISTRIBUTION
OBJECTIVES & PERFORMANCE MEASURES

Mission
To provide a safe, healthy, and reliable water supply to City water consumers in a fiscally-responsible manner.

Goal(s)
- Plan and coordinate a maintenance and construction upgrade program for water distribution system.
- Coordinate pump station and reservoir cla-valve maintenance programs.
- Continue 15-year meter upgrade program, including Automated Meter Reading (AMR/AMI) equipment.

Prior Budget Accomplishments
- Completed cleaning and inspection of Oakbrook, Pederson, and Meadows (March 2014).
- Completed CIP project that included looping dead-end pipelines - resulting in improved water quality (January 2015).
- Provided support to computer maintenance management system (ongoing).

Additional Accomplishments
- Conducted Water Loss Audit for City distribution, overall loss was reduced to 3% (September 2015).
- Completed inspection and service on 700 fire hydrants (ongoing).

Objective(s)
- Oversee and coordinate Water Division operations and maintenance activities. (Citywide Goal E: Public Infrastructure)
- Provide a safe and reliable water supply to City consumers. (Citywide Goal E: Public Infrastructure)
- Increase Water Conservation Practices. (Citywide Goal B: Fiscally/Managerially Responsible)
- Install enhanced facility video security and communication network with DLT&V System Engineering to six remaining water storage & distribution sites. (Citywide Goal E: Public Infrastructure)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Conduct valve exercise program	20% of approximately 6,000 valves	20% of approximately 6,000 valves	5% (water conservation)	0-5% Conservation	0-5% conservation
Cla-valves serviced/rebuilt	61	50	70	70	70
Meter upgrade program	300	1,400	1,600	1,800	1,800
Percent of water purchased that is subsequently sold(A)	Estimated 96%	96%	97%	97%	97%

Performance Measure Notes
(A)Water Retention Ratio

PUBLIC WORKS

WATER FUND
GROUNDWATER

Program Description

This program is responsible for the operation and maintenance of two groundwater facilities.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 22,202	21,624	23,861	24,491
Fringe Benefits	9,876	12,098	11,405	12,581
Maintenance and Operations:				
Supplies and Equipment	91	1,800	1,600	1,600
Repairs and Maintenance	-	1,000	1,000	1,000
Professional/Contractual Services	-	5,000	5,000	5,000
Utilities	5,711	9,000	11,000	11,000
Total Maintenance and Operations	5,802	16,800	18,600	18,600
Total Program Allocations	$ 37,880	50,522	53,866	55,672

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 0.30; FY 2016-17 - 0.30

FUNDING SOURCE: This program is funded 100% by Water Fund

PUBLIC WORKS

WATER FUND
GROUNDWATER
OBJECTIVES & PERFORMANCE MEASURES

Mission
To provide an essential and efficient groundwater supply for irrigation service at a reduced water rate.

Goal(s)
- Maintain groundwater electrical and mechanical infrastructure through scheduled preventive maintenance.
- Conduct pump efficiency testing biennially and coordinate annual well water sampling.

Prior Budget Accomplishments
- Performed Southern California Edison (SCE) efficiency testing at Los Robles Greens Golf Course 2014.
- Completed weekly inspections, painted and serviced well pump and piping 2015.

Additional Accomplishments
- Replaced well pump and motor at Hillcrest Drive 2014.
- Initiated groundwater study to increase water supply.

Objective(s)
- Conduct annual electrical preventive maintenance to Motor Control Cabinet panels. (Citywide Goal E: Public Infrastructure)
- Perform Edison pump efficiency testing. (Citywide Goal E: Public Infrastructure)
- Rebuild well pump to improve efficiency. (Citywide Goal E: Public Infrastructure)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Cost per HCF from groundwater (A)	$.015	$.015	$21.68	$21.68	$21.68
Total HCF produced from groundwater wells (A)	26,000	25,000	10,000	10,000 - 40,000	40,000+

Performance Measure Notes
(A)HCF - Hundred Cubic Feet

PUBLIC WORKS

WATER FUND
QUALITY ASSURANCE

Program Description

The purpose of this program is to protect the public health by ensuring the quality of the water supply, storage and distribution system through a monitoring, sampling, testing, reporting, and education program in accordance with State regulations.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 83,583	96,340	85,010	86,721
Fringe Benefits	45,281	49,879	46,052	48,261
Maintenance and Operations:				
Supplies and Equipment	10,371	18,900	18,900	18,900
Professional/Contractual Services	15,952	27,500	29,500	27,500
Utilities	581	2,000	2,000	2,000
Training and Memberships	7,053	14,100	11,100	11,100
Total Maintenance and Operations	33,957	62,500	61,500	59,500
Total Program Allocations	$ 162,821	208,719	192,562	194,482

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 0.85; FY 2016-17 - 0.85

FUNDING SOURCE: This program is funded 100% by Water Fund

PUBLIC WORKS

WATER FUND
QUALITY ASSURANCE
OBJECTIVES & PERFORMANCE MEASURES

Mission
To provide high quality water that meets or exceeds all Federal and State water quality standards.

Goal(s)
- Maintain compliance with all United States Environmental Protection Agency (EPA) and State Department of Public Health requirements, standards, and regulations for drinking water quality.

Prior Budget Accomplishments
- Consistently complied with all applicable EPA and State Department of Public Health requirements, standards, and regulations for drinking water quality (ongoing).
- Prepared and distributed the Annual Water Quality Report to each customer (ongoing annually).
- Provided reports to the State Department of Health Services demonstrating compliance with water quality standards on a monthly, quarterly, and annual basis (ongoing as required).

Objective(s)
- Maintain compliance with water quality standards, limits, and regulations. (Citywide Goal E: Public Infrastructure)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Perform all required monitoring and reporting by mandated schedule	100%	100%	100%	100%	100%
Water quality meets all standards	100%	100%	100%	100%	100%
Number of water quality standards violations	0	0	0	0	0

PUBLIC WORKS

WATER CAPITAL PROGRAM FUNDS
EXPENDITURE SUMMARY

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Maintenance and Operations:				
Supplies and Equipment	$ 39	-	-	-
Professional/Contractual Services	25,669	645,979	75,800	88,000
Asset Replacement Funding	35,435	35,435	35,435	35,435
Total Maintenance and Operations	61,143	681,414	111,235	123,435
Capital Improvements	2,352,621	7,604,649	5,317,947	4,020,000
Maintenance Improvements	-	-	-	250,000
Total Program Allocations	$ 2,413,764	8,286,063	5,429,182	4,393,435

WASTEWATER FUND

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PUBLIC WORKS

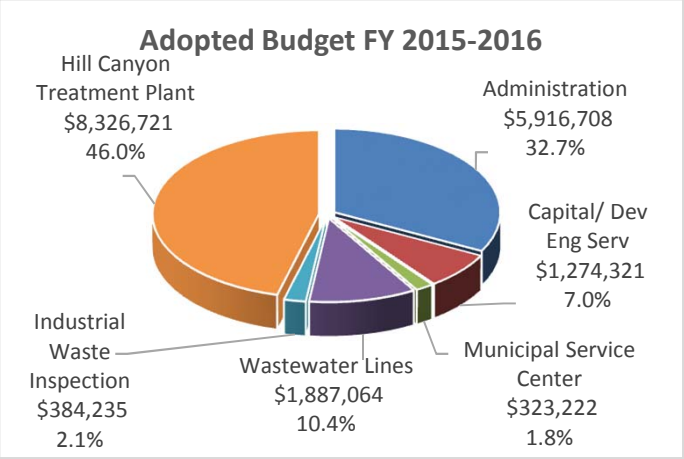
WASTEWATER FUND
OPERATIONS/CAPITAL SUMMARY

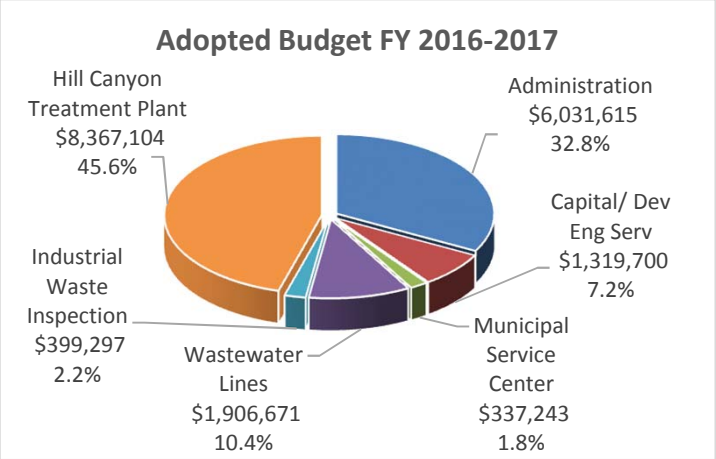
	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Amount Available for Allocation				
Estimated Revenues:				
Residential Service Charge	$ 11,368,555	12,646,000	11,452,248	11,458,978
Commercial Service Charge	3,297,076	3,761,000	3,236,297	3,236,297
Industrial Service Charge	1,046,992	1,266,000	978,823	978,823
Residential Connection Fees	219,552	50,000	650,000	650,000
Commercial Connection Fees	344,601	200,000	350,000	350,000
Inspection Fees	28,952	13,100	28,000	28,000
Plan Checking/Filing Fee	3,706	1,000	6,000	6,000
Interest Income	683,762	474,000	427,000	427,000
Miscellanous Revenue	2,306,822	2,474,600	2,314,178	2,314,178
Total Estimated Revenues	19,300,018	20,885,700	19,442,546	19,449,276
Reserve Accounts	-	14,641,509	2,858,258	3,002,145
Total Available for Allocation	$ 19,300,018	35,527,209	22,300,804	22,451,421
Estimated Requirements				
Operating Expenses:				
Salaries	$ 4,343,687	4,527,404	4,713,618	4,812,011
Fringe Benefits	1,854,617	2,277,082	2,103,752	2,264,048
Maintenance and Operations	6,353,311	9,439,038	7,887,851	7,888,938
Charge Backs	(21,576)	(21,576)	(21,576)	(21,576)
Capital Outlay	162,099	231,477	-	-
Total Operating Expenses	12,692,138	16,453,425	14,683,645	14,943,421
Capital Improvements	2,511,350	15,493,784	2,734,659	3,025,000
Maintenance Improvements	-	-	1,300,000	900,000
Debt Service	3,559,001	3,580,000	3,582,500	3,583,000
Reserve Accounts	537,529	-	-	-
Total Estimated Requirements	$ 19,300,018	35,527,209	22,300,804	22,451,421

PUBLIC WORKS

WASTEWATER FUND
PROGRAMS SUMMARY

		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocation Summary					
Administration	$	253,074	276,161	5,916,708	6,031,615
Business Management		5,778,317	5,919,330	-	-
Capital/Development Engineering Services		1,125,334	1,293,622	1,274,321	1,319,700
Municipal Service Center		321,387	393,026	323,222	337,243
Wastewater Lines		1,691,172	1,769,158	1,887,064	1,906,671
Industrial Waste Inspection		335,899	413,114	384,235	399,297
Hill Canyon Treatment Plant		6,502,414	9,067,670	8,326,721	8,367,104
Total	$	16,007,597	19,132,081	18,112,271	18,361,630

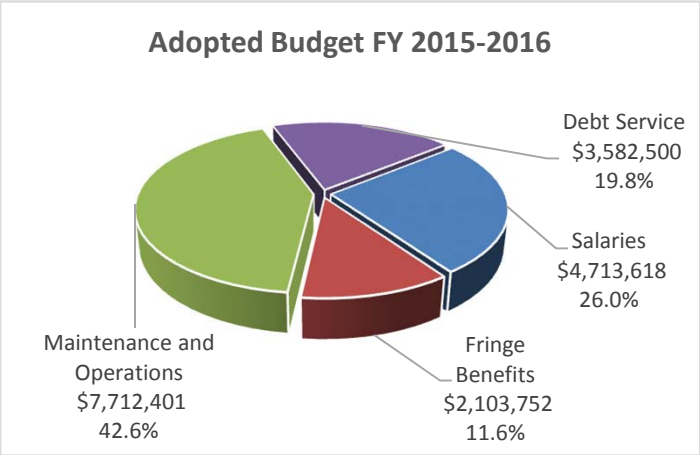


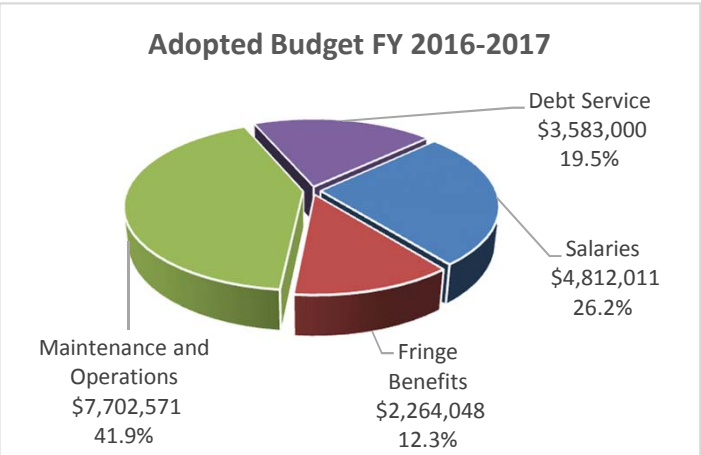


PUBLIC WORKS

WASTEWATER FUND
ALLOCATION SUMMARY

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 4,343,687	4,527,404	4,713,618	4,812,011
Fringe Benefits	1,854,617	2,277,082	2,103,752	2,264,048
Maintenance and Operations:				
Supplies and Equipment	1,316,429	2,134,250	1,714,550	1,706,350
Repairs and Maintenance	40,680	41,550	36,550	36,550
Professional/Contractual Services	3,340,689	4,532,950	4,455,908	4,439,086
Utilities	958,975	1,378,086	919,750	921,100
Insurance and Claims	202,840	229,500	234,200	245,400
Equipment/Building Rental	33,763	31,190	31,730	31,730
Training and Memberships	77,967	112,375	112,700	112,700
Asset Replacement Funding	210,310	302,147	228,589	231,231
Total Maintenance and Operations	6,181,653	8,762,048	7,733,977	7,724,147
Charge Backs	(21,576)	(21,576)	(21,576)	(21,576)
Capital Outlay:				
Capital Outlay	454,855	194,810	139,400	33,366
Use of Asset Replacement	(364,640)	(187,687)	(139,400)	(33,366)
Total Capital Outlay	90,215	7,123	-	-
Debt Service	3,559,001	3,580,000	3,582,500	3,583,000
Total Program Allocations	$ 16,007,597	19,132,081	18,112,271	18,361,630





PUBLIC WORKS

WASTEWATER FUND
ADMINISTRATION

Program Description

Administration provides overall management of Public Works Department and administrative assistance to the Director, Deputy Director and Department staff, including preparation of City Council staff reports, processing of contracts, agreements, and task orders, maintenance of files, grant management, energy efficiency and sustainability, budget preparation and monitoring, user fees, financial plans, and related fiscal functions.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 170,651	164,228	198,734	204,092
Fringe Benefits	70,700	84,183	75,966	87,337
Maintenance and Operations:				
Supplies and Equipment	5,500	12,950	21,400	14,700
Repairs and Maintenance	86	550	550	550
Professional/Contractual Services	162	4,250	1,788,658	1,881,836
Utilities	362	400	400	400
Insurance and Claims	-	-	234,200	245,400
Equipment/Building Rental	2,646	3,000	2,200	2,200
Training and Memberships	2,967	6,600	12,100	12,100
Total Maintenance and Operations	11,723	27,750	2,059,508	2,157,186
Debt Service	-	-	3,582,500	3,583,000
Total Program Allocations	$ 253,074	276,161	5,916,708	6,031,615

Budget Variance: Professional/Contractual Services increases due to Business Management chargeback and property taxes. Insurance and Claims increase due to insurance premiums.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 1.70; FY 2016-17 - 1.70

FUNDING SOURCE: This program is funded 100% by Wastewater Fund

PUBLIC WORKS

WASTEWATER FUND
ADMINISTRATION
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide excellent customer service to the public and responsive administrative support to Department staff.

Goal(s)

- Provide exceptional customer service to internal and external customers.
- Process all documents accurately, professionally, and in a timely manner.
- Provide superior administrative support to Department staff.

Prior Budget Accomplishments

- Refer to Prior Budget Accomplishments in General Fund - Administration.

Objective(s)

- Provide administrative support for Wastewater City Council agenda items. (Citywide Goal A: Government Leadership)
- Review wastewater connection rates and fees annually. (Citywide Goal B: Fiscally/Managerially Responsible)
- Manage State and Federal Grants (Citywide Goal B: Fiscally/Managerially Responsible)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Refer to Performance Measures in General Fund - Administration	N/A	N/A	N/A	N/A	N/A

PUBLIC WORKS

WASTEWATER FUND
BUSINESS MANAGEMENT

Program Description

This program is responsible for the Department's various business functions, which include accounting, purchasing, budget preparation, user fees, and related fiscal functions.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 101,679	96,121	-	-
Fringe Benefits	44,112	50,182	-	-
Maintenance and Operations:				
Supplies and Equipment	20,370	900	-	-
Professional/Contractual Services	1,849,848	1,961,277	-	-
Insurance and Claims	202,840	229,500	-	-
Training and Memberships	467	1,350	-	-
Total Maintenance and Operations	2,073,525	2,193,027	-	-
Debt Service	3,559,001	3,580,000	-	-
Total Program Allocations	$ 5,778,317	5,919,330	-	-

Budget Variance: Business Management costs were allocated to both WW-Administration and Finance-Accounting.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 0.00; FY 2016-17 - 0.00

FUNDING SOURCE: This program is funded 100% by Wastewater Fund

PUBLIC WORKS

WASTEWATER FUND
BUSINESS MANAGEMENT
OBJECTIVES & PERFORMANCE MEASURES

Mission
To manage the Department's fiscal matters in an efficient and cost-effective manner.

Goal(s)
- Develop service charges and connection fees that are sufficient to meet the cost of providing wastewater service.
- Process wastewater invoices received for payment prior to their due dates to ensure eligibility for prompt payment discounts and avoid late charges.

Prior Budget Accomplishments
- Completed budget preparation and User Fee revisions on schedule for Finance Department review (April/May 2015).
- Completed Asset Management Plan and Financial Plan (Fall 2014).

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Wastewater service charges reviewed biennially	Review rates concurrent with budget process	NA	Review rates concurrently with budget process	Move to Admin	Move to Admin
Wastewater Financial Plan updated biennially	N/A	NA	N/A	Move to Admin	Move to Admin

Performance Measure Notes
Wastewater service charge review and Financial Plan moved to Administration effective 7/1/15.

PUBLIC WORKS

WASTEWATER FUND
CAPITAL/DEVELOPMENT ENGINEERING SERVICES

Program Description

This program ensures compliance with City, State, and Federal regulations, proper planning, engineering, and construction of public improvement projects.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 771,291	827,103	854,387	875,317
Fringe Benefits	328,583	397,407	374,384	398,833
Maintenance and Operations:				
Supplies and Equipment	8,396	12,100	10,950	10,950
Repairs and Maintenance	-	400	800	800
Professional/Contractual Services	6,340	36,662	20,500	20,500
Utilities	689	1,350	1,200	1,200
Training and Memberships	5,265	18,600	12,100	12,100
Asset Replacement Funding	4,770	-	-	-
Total Maintenance and Operations	25,460	69,112	45,550	45,550
Capital Outlay:				
Capital Outlay	-	-	-	33,366
Use of Asset Replacement	-	-	-	(33,366)
Total Capital Outlay	-	-	-	-
Total Program Allocations	$ 1,125,334	1,293,622	1,274,321	1,319,700

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 8.95; FY 2016-17 - 8.95

FUNDING SOURCE: This program is funded 100% by Wastewater Fund

PUBLIC WORKS

WASTEWATER FUND
CAPITAL/DEVELOPMENT ENGINEERING SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide efficient and safe design and construction of development and capital wastewater system infrastructure.

Goal(s)

- Design and construct wastewater infrastructure in compliance with City codes and standards.
- Administer Capital Improvement Program (CIP) to improve, expand, maintain, rehabilitate, and enhance existing wastewater system infrastructure assets.
- Continue safe and efficient operation of City wastewater system through planning and engineering.
- Ensure development projects are designed and constructed in compliance with City, State, and Federal codes and standards.

Prior Budget Accomplishments

- Designed and constructed wastewater system capital projects, as listed with corresponding funding sources in CIP budget (ongoing).
- Conditioned, plan checked, permitted, inspected, and accepted wastewater improvements by development projects (ongoing).

Objective(s)

- Administer wastewater system CIP efficiently in conjunction with four engineering divisions and achieve all objectives. (Citywide Goal E: Public Infrastructure)
- Condition, plan-check, and inspect development projects to meet applicable wastewater system codes and standards. (Citywide Goal E: Public Infrastructure)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Complete design and construction of CIP projects as scheduled in the CIP (A)	90%	100%	90%	100%	100%
Complete CIP projects within Adopted budget (A)	90%	90%	90%	90%	90%
Development plan-check turnaround within 3 weeks (A)	90%	95%	90%	95%	95%
Wastewater system inspections performed within 24 hours of request	90%	95%	90%	95%	95%
Water/Wastewater Permits Issued	N/A	N/A	N/A	100	100

Performance Measure Notes

(A)All measures are applicable to multiple funds.

PUBLIC WORKS

WASTEWATER FUND
MUNICIPAL SERVICE CENTER

Program Description

This program is responsible for customer service, office administration, dispatch, accounts payable, purchasing, inventory management, and facilities maintenance.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 167,190	186,384	164,956	170,247
Fringe Benefits	81,845	104,159	73,162	81,542
Maintenance and Operations:				
Supplies and Equipment	19,316	28,100	22,650	22,650
Repairs and Maintenance	22,588	28,200	24,200	24,200
Professional/Contractual Services	24,340	36,334	28,950	28,950
Utilities	24,077	26,000	25,150	25,500
Equipment/Building Rental	1,840	1,500	2,930	2,930
Training and Memberships	1,767	3,925	2,800	2,800
Total Maintenance and Operations	93,928	124,059	106,680	107,030
Charge Backs	(21,576)	(21,576)	(21,576)	(21,576)
Total Program Allocations	$ 321,387	393,026	323,222	337,243

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 2.21; FY 2016-17 - 2.21

FUNDING SOURCE: This program is funded 100% by Wastewater Fund

PUBLIC WORKS

WASTEWATER FUND
MUNICIPAL SERVICE CENTER
OBJECTIVES & PERFORMANCE MEASURES

Mission

To support Municipal Service Center (MSC) divisions with facility and administrative services.

Goal(s)

- Manage and coordinate maintenance and operation division activities.
- Provide administrative and purchasing services to support maintenance and operation divisions.
- Provide exceptional customer service to staff and residents.

Prior Budget Accomplishments

- Responded to and closed Customer Response Management System (CRMS) cases within one week (ongoing).
- Documented, scheduled, and unscheduled work activities using Computerized Maintenance Management System (CMMS) (ongoing).
- Responded to over 5,000 departmental customer service calls annually (ongoing).

Objective(s)

- Keep accurate records of maintenance activities to City's wastewater infrastructure. (Citywide Goal E: Public Infrastructure)
- Provide exceptional customer service responding to resident concerns within 24 hours. (Citywide Goal A: Government Leadership)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Refer to Performance Measures in General Fund - Municipal Service Center	N/A	N/A	N/A	N/A	N/A

PUBLIC WORKS

WASTEWATER FUND
WASTEWATER LINES

Program Description

This program is responsible for maintaining 550 miles of wastewater lines and sewer utility holes within the City's wastewater collection system.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 719,885	709,427	780,778	783,981
Fringe Benefits	342,231	398,554	385,569	423,552
Maintenance and Operations:				
Supplies and Equipment	196,590	245,988	244,750	241,750
Repairs and Maintenance	485	1,700	1,000	1,000
Professional/Contractual Services	186,512	187,115	259,000	249,000
Utilities	53,797	63,500	58,500	58,500
Equipment/Building Rental	1,437	2,000	3,500	3,500
Training and Memberships	3,602	8,200	7,400	7,400
Asset Replacement Funding	96,418	145,551	146,567	137,988
Total Maintenance and Operations	538,841	654,054	720,717	699,138
Capital Outlay:				
Capital Outlay	394,551	24,360	-	-
Use of Asset Replacement	(304,336)	(17,237)	-	-
Total Capital Outlay	90,215	7,123	-	-
Total Program Allocations	$ 1,691,172	1,769,158	1,887,064	1,906,671

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 11.25; FY 2016-17 - 11.25

FUNDING SOURCE: This program is funded 100% by Wastewater Fund

PUBLIC WORKS

WASTEWATER FUND
WASTEWATER LINES
OBJECTIVES & PERFORMANCE MEASURES

Mission
To provide dependable, safe, and fiscally responsible wastewater collection service to the City of Thousand Oaks.

Goal(s)
- Clean 250 miles of the City's wastewater collection system annually.
- Televise over 30 miles of the City's wastewater collection system annually.
- Continue to incorporate technology in inspection of wastewater pipelines to ensure integrity of the collection system.

Prior Budget Accomplishments
- Cleaned over 255 miles (single runs) of the City's wastewater collection system (ongoing).
- Televised over 40 miles of the City's wastewater collection system (ongoing).
- Continued use of Global Positioning System to record inspected maintenance holes.

Objective(s)
- Rehabilitate 32 Sewer Utility Holes. (Citywide Goal E: Public Infrastructure)
- Rehabilitate 7,500 ft of substandard pipelines. (Citywide Goal E: Public Infrastructure)
- Start and continue 18-month wastewater pipeline cleaning schedule. (Citywide Goal E: Public Infrastructure)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Miles of wastewater pipeline cleaned per FTE (A)	250 base miles (single run)	290	255	255	255
Percentage of wastewater pipelines cleaned annually (B)	45%	60%	50%	50%	50%
Percentage of wastewater pipelines televised annually	6%	7% (42 miles)	7% (41 miles)	7%	7%
Percentage of maintenance holes inspected using GPS hand unit	30% of approximately 8,500 Sewer Utility Holes	40%	40%	40%	40%
Number of Sanitary Sewer Overflows per 500 miles of line	2	1	1	0	0

Performance Measure Notes
(A)Of the City's 550 miles of wastewater pipelines, approximately 150 miles are PVC which are on a ten-year cleaning schedule; the remaining 50 miles include major interceptors and trunk lines.
(B)350 miles on an 18-24 month cleaning schedule.
Conserve water use by reducing operations that typically use large amounts of water (balling, etc.)

PUBLIC WORKS

WASTEWATER FUND
INDUSTRIAL WASTE INSPECTION

Program Description

The purpose of this program is to implement the federally mandated pretreatment program, which protects the treatment plant, staff, and the receiving waters from pollutants generated at industrial facilities that are discharged to the wastewater system.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 188,553	207,419	216,899	224,352
Fringe Benefits	99,538	111,617	103,725	109,834
Maintenance and Operations:				
Supplies and Equipment	19,920	25,500	21,300	22,800
Repairs and Maintenance	-	700	-	-
Professional/Contractual Services	16,236	48,262	30,000	30,000
Utilities	836	1,500	1,500	1,500
Equipment/Building Rental	-	300	-	-
Training and Memberships	1,700	8,700	7,800	7,800
Asset Replacement Funding	9,116	9,116	3,011	3,011
Total Maintenance and Operations	47,808	94,078	63,611	65,111
Total Program Allocations	$ 335,899	413,114	384,235	399,297

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 2.60; FY 2016-17 - 2.60

FUNDING SOURCE: This program is funded 100% by Wastewater Fund

PUBLIC WORKS

WASTEWATER FUND
INDUSTRIAL WASTE INSPECTION
OBJECTIVES & PERFORMANCE MEASURES

Mission
To implement the Federally-mandated industrial pre-treatment program requirements of the Clean Water Act.

Goal(s)
- Protect Hill Canyon Treatment Plant (HCTP) collection system and receiving waters from pollutants generated at industrial facilities that may be discharged to the wastewater system.

Prior Budget Accomplishments
- Ensured continued compliance of permitted industrial dischargers to the wastewater system (ongoing).
- Inspected and performed compliance monitoring at nine permitted facilities at least biennially (ongoing).
- Maintained regulatory permit system for industrial dischargers (ongoing).
- Inspected commercial facilities with pre-treatment devices to ensure maintenance and compliance (ongoing).

Additional Accomplishments
- Combined industrial waste and stormwater quality inspections at commercial facilities (restaurants and auto service facilities) (ongoing).

Objective(s)
- Ensure industrial dischargers continued compliance with applicable limits and regulations through a program of permitting and monitoring. (Citywide Goal E: Public Infrastructure)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
All mandated program requirements are met	100%	100%	100%	100%	100%
Number of pass-through or interference events at HCTP attributed to industrial dischargers	0	0	0	0	0
Average number of industrial and commercial inspections conducted (A)	345	76	400	200	200

Performance Measure Notes
(A) Autos & Restaurants and Pre-treatment Permitted Facilities

PUBLIC WORKS

WASTEWATER FUND
HILL CANYON TREATMENT PLANT

Program Description

The Hill Canyon Treatment Plant is an advanced tertiary wastewater treatment facility.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 2,224,438	2,336,722	2,497,864	2,554,022
Fringe Benefits	887,608	1,130,980	1,090,946	1,162,950
Maintenance and Operations:				
Supplies and Equipment	1,046,337	1,808,712	1,393,500	1,393,500
Repairs and Maintenance	17,521	10,000	10,000	10,000
Professional/Contractual Services	1,257,251	2,259,050	2,328,800	2,228,800
Utilities	879,214	1,285,336	833,000	834,000
Equipment/Building Rental	27,840	24,390	23,100	23,100
Training and Memberships	62,199	65,000	70,500	70,500
Asset Replacement Funding	100,006	147,480	79,011	90,232
Total Maintenance and Operations	3,390,368	5,599,968	4,737,911	4,650,132
Capital Outlay:				
Capital Outlay	60,304	170,450	139,400	-
Use of Asset Replacement	(60,304)	(170,450)	(139,400)	-
Total Capital Outlay	-	-	-	-
Total Program Allocations	$ 6,502,414	9,067,670	8,326,721	8,367,104

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 25.25; FY 2016-17 - 25.25

FUNDING SOURCE: This program is funded 100% by Wastewater Fund

PUBLIC WORKS

WASTEWATER FUND
HILL CANYON TREATMENT PLANT
OBJECTIVES & PERFORMANCE MEASURES

Mission
To simply be the best, most efficient, most energy efficient, wastewater treatment plant in the United States

Goal(s)
- 100% regulatory compliance.
- Beneficially recycle biosolids and treated effluent.
- Exceed City Council goal of 2% reduction in electrical usage annually.
- Use technology to improve all aspects of HCTP.

Prior Budget Accomplishments
- Achieved City Council goal of generating 100% of HCTP's electrical energy needs through onsite third party owned cogeneration and solar projects.
- Exceeded City Council goal of 2% reduction in annual electric usage.
- Met goal in 2014 of $500K revenues from trucked in waste that enhances renewable energy production.
- Energy savings continue to increase over grid produced energy despite SCE's byzantine tariffs.

Additional Accomplishments
- Secured a recycling site for biosolids that will help City meet 75% waste diversion goal.
- An array of ongoing infrastructure improvements to provide highest level of efficient service.
- National recognition for achieving City Council 100% goal, a great example to WWTP's everywhere.
- Negotiations completed with State of California Regional Water Quality Control Board on new 5-year NPDES permit.

Objective(s)
- Exceed City Council goal of annual 2% electrical usage reduction (Citywide Goal B: Fiscally/Managerially Responsible)
- Complete all scheduled C.I. projects by 2017 and optimize their operation (Citywide Goal B: Fiscally/Managerially Responsible)
- Continue to reduce biosolids costs through improved processes and technologies (Citywide Goal B: Fiscally/Managerially Responsible)
- Deploy new SCADA system and mine ways to improve efficiency and process controls (Citywide Goal E: Public Infrastructure)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Percentage of energy needs generated onsite	82.5% (estimate)	62%	90%	90%	90%
Annual revenue from restaurant grease, other organic waste, land rental, and filming fees	$380,000 (estimate)	$434,284	$500,000	$500,000	$500,000
Operating costs per million gallons treated	$1,548 (estimate)	$1,978	$2,072	$2,000	$2,000
NPDES discharge violations(A)	1	1	0	0	0
Labor hours lost due to accidents	40 hours (same accident from 2010)	0	0	0	0

Performance Measure Notes
100% renewable energy generated onsite realized in late 14.
O&M budget predicted to be underspent in 14-15
Excellent environmental compliance record, improved revenues for HCTP, Inc., bright future

PUBLIC WORKS

WASTEWATER CAPITAL PROGRAM FUNDS
EXPENDITURE SUMMARY

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Maintenance and Operations:				
Supplies and Equipment	$ 58	3,065	-	-
Professional/Contractual Services	96,737	666,914	86,600	99,200
Asset Replacement Funding	74,863	7,011	67,274	65,591
Total Maintenance and Operations	171,658	676,990	153,874	164,791
Capital Outlay:				
Capital Outlay	71,884	224,354	-	-
Capital Improvements	2,511,350	15,493,784	2,734,659	3,025,000
Maintenance Improvements	-	-	1,300,000	900,000
Total Program Allocations	$ 2,754,892	16,395,128	4,188,533	4,089,791

SOLID WASTE FUND

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PUBLIC WORKS

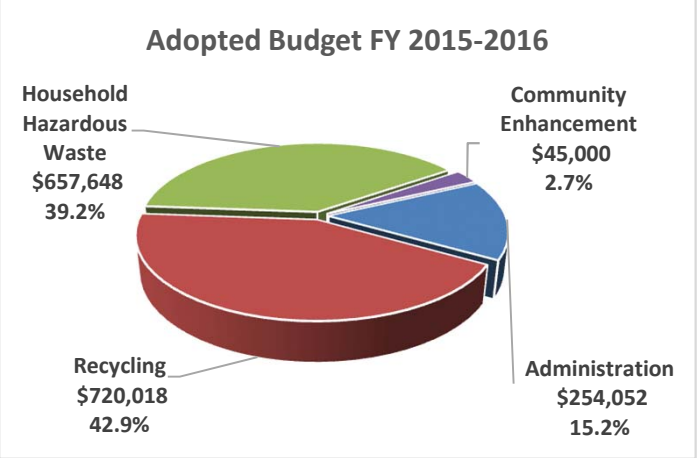
SOLID WASTE FUND
OPERATIONS SUMMARY

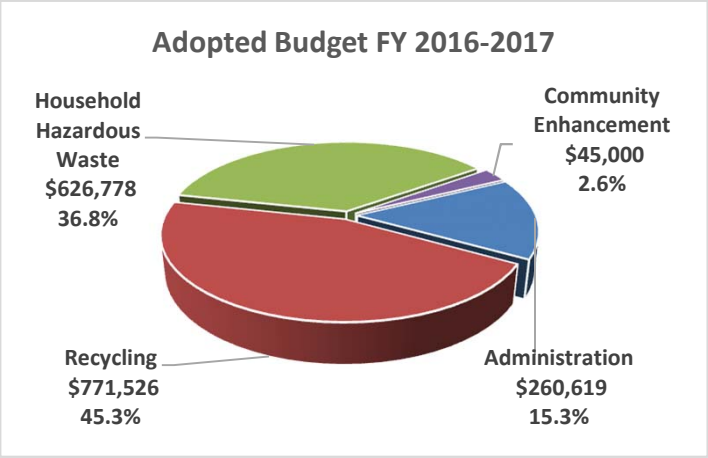
		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Amount Available for Allocation					
Estimated Revenues:					
Landfill Facility Fee	$	277,458	264,000	283,000	285,000
Residential Recycling		257,739	250,000	258,000	258,000
Commercial Recycling		541,740	490,000	575,000	580,000
Temporary Drop Box & Bin		142,425	105,000	121,000	122,000
Interest Income		48,032	67,500	25,000	25,000
Grants - Recycling and Hazardous Waste		93,900	190,847	69,000	102,000
Miscellaneous		124,965	73,000	81,400	81,800
Total Estimated Revenues		1,486,259	1,440,347	1,412,400	1,453,800
Reserve Accounts		1,285,566	816,435	264,318	250,123
Total Available for Allocation	$	2,771,825	2,256,782	1,676,718	1,703,923
Estimated Requirements					
Operating Expenses:					
Salaries	$	568,883	486,563	526,188	537,317
Fringe Benefits		263,304	230,871	221,260	252,006
Maintenance and Operations		814,200	1,443,274	929,270	914,600
Total Operating Expenses		1,646,387	2,160,708	1,676,718	1,703,923
Capital Improvements		1,125,438	96,074	-	-
Total Estimated Requirements	$	2,771,825	2,256,782	1,676,718	1,703,923

PUBLIC WORKS

SOLID WASTE FUND
PROGRAMS SUMMARY

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocation Summary				
Administration	$ 1,336,014	146,363	254,052	260,619
Business Management	289,243	292,420	-	-
Recycling	664,452	831,370	720,018	771,526
Household Hazardous Waste	478,516	986,629	657,648	626,778
Community Enhancement	3,600	-	45,000	45,000
Total	$ 2,771,825	2,256,782	1,676,718	1,703,923

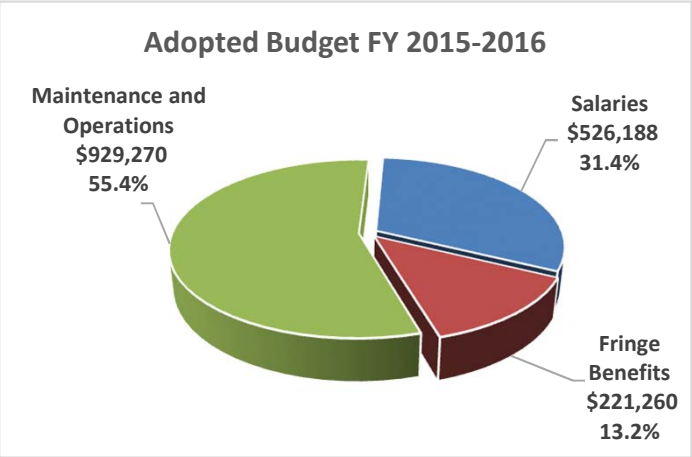


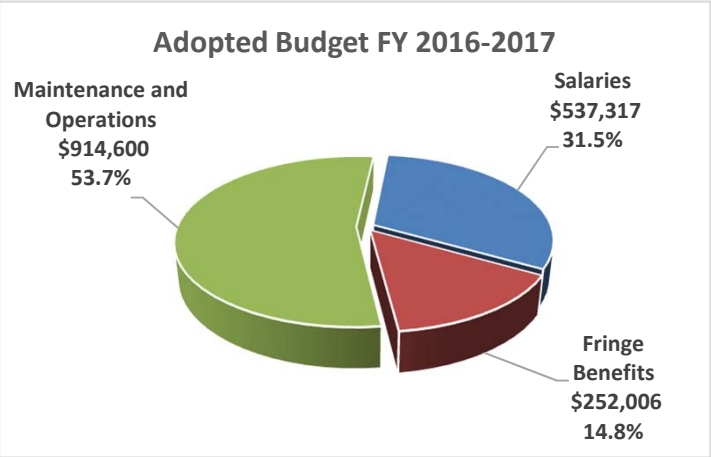


PUBLIC WORKS

SOLID WASTE FUND
ALLOCATION SUMMARY

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 568,883	486,563	526,188	537,317
Fringe Benefits	263,304	230,871	221,260	252,006
Maintenance and Operations:				
Supplies and Equipment	115,743	172,550	56,400	47,700
Repairs and Maintenance	441	3,100	2,400	2,400
Professional/Contractual Services	626,039	1,142,154	757,380	742,820
Utilities	42,962	74,620	83,750	83,750
Insurance and Claims	2,480	3,500	2,000	2,000
Equipment/Building Rental	6,250	11,500	3,440	3,440
Training and Memberships	18,217	35,850	23,900	23,900
Asset Replacement Funding	2,068	-	-	8,590
Total Maintenance and Operations	814,200	1,443,274	929,270	914,600
Capital Outlay:				
Capital Outlay	7,726	900	78,104	-
Use of Asset Replacement	(7,726)	(900)	(78,104)	-
Total Capital Outlay	-	-	-	-
Capital Improvements	1,125,438	96,074	-	-
Total Program Allocations	$ 2,771,825	2,256,782	1,676,718	1,703,923





PUBLIC WORKS

SOLID WASTE FUND
ADMINISTRATION

Program Description

Administration provides overall management of Public Works Department, customer service/counter assistance, and administrative assistance to the Director and Department staff.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 146,122	27,377	25,705	26,399
Fringe Benefits	62,357	15,282	9,977	10,610
Maintenance and Operations:				
Supplies and Equipment	1,075	4,950	4,800	4,600
Repairs and Maintenance	7	100	150	150
Professional/Contractual Services	-	830	208,080	213,520
Utilities	59	-	300	300
Equipment/Building Rental	529	1,000	440	440
Training and Memberships	427	750	4,600	4,600
Total Maintenance and Operations	2,097	7,630	218,370	223,610
Capital Improvements	1,125,438	96,074	-	-
Total Program Allocations	$ 1,336,014	146,363	254,052	260,619

Budget Variance: Allocations increase due to transfer of budget from Business Management.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 0.25; FY 2016-17 - 0.25

FUNDING SOURCE: This program is funded 100% by Solid Waste Fund

PUBLIC WORKS

SOLID WASTE FUND
ADMINISTRATION
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide excellent customer service to the public and responsive administrative support to department staff.

Goal(s)

- Provide exceptional customer service to internal and external customers.
- Process all documents accurately, professionally, and in a timely manner.
- Provide superior administrative support to department staff.

Prior Budget Accomplishments

- Refer to Prior Budget Accomplishments in General Fund - Administration.

Objective(s)

- Provide administrative support for Solid Waste City Council agenda items. (Citywide Goal A: Government Leadership)
- Review solid waste revenues and expenditures. (Citywide Goal B: Fiscally/Managerially Responsible)
- Manage State and Federal Grants (Citywide Goal B: Fiscally/Managerially Responsible)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Refer to Performance Measures in General Fund - Administration	N/A	N/A			

PUBLIC WORKS

SOLID WASTE FUND
BUSINESS MANAGEMENT

Program Description

This program manages the Department's business functions, including accounting, purchasing, budget preparation and monitoring, user fees, solid waste rate adjustments and related fiscal functions.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 24,779	59,927	-	-
Fringe Benefits	10,946	32,730	-	-
Maintenance and Operations:				
Supplies and Equipment	15	150	-	-
Professional/Contractual Services	253,410	198,413	-	-
Training and Memberships	93	1,200	-	-
Total Maintenance and Operations	253,518	199,763	-	-
Total Program Allocations	$ 289,243	292,420	-	-

Budget Variance: Business Management costs were allocated to both Solid Waste-Administration and Finance-Accounting.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 0.00; FY 2016-17 - 0.00

FUNDING SOURCE: This program is funded 100% by Solid Waste Fund

PUBLIC WORKS

SOLID WASTE FUND
BUSINESS MANAGEMENT
OBJECTIVES & PERFORMANCE MEASURES

Mission

To manage the Solid Waste Fund in an efficient and cost-effective manner.

Goal(s)

- Provide accurate annual rate review and adjustments consistent with the solid waste hauler franchise agreements.
- Process solid waste invoices received for payment prior to their due dates to ensure eligibility for prompt payment discounts and avoid late charges.
- Monitor solid waste legislation on routine basis and prepare position reports for City Manager's review.

Prior Budget Accomplishments

- Completed budget preparation and user fee revisions on schedule for Finance Department review (April/May 2015).

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Solid waste rates reviewed and adopted annually prior to effective date of January 1	Rates adopted November 2012	Rates adopted per Agreements	Rates were reviewed and adopted December 2014.	Move to solid waste division	Move to solid waste division

Performance Measure Notes

(A) Solid waste rate review moved to Administration effective 7/1/15. Rate adoption moved to Recycling effective FY 2014.

PUBLIC WORKS

SOLID WASTE FUND
RECYCLING

Program Description

This program is responsible for promoting waste reduction activities throughout the City, managing contracts with private waste haulers and the Simi Valley Landfill, and developing medium and long-range plans to meet State mandates and local waste reduction and disposal needs.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 289,812	290,627	356,370	364,412
Fringe Benefits	135,174	135,303	154,548	175,514
Maintenance and Operations:				
Supplies and Equipment	77,929	133,700	32,200	24,700
Professional/Contractual Services	104,888	175,240	91,100	121,100
Utilities	40,119	61,100	70,600	70,600
Insurance and Claims	2,480	3,500	2,000	2,000
Equipment/Building Rental	5,574	10,000	1,500	1,500
Training and Memberships	8,476	21,900	11,700	11,700
Total Maintenance and Operations	239,466	405,440	209,100	231,600
Total Program Allocations	$ 664,452	831,370	720,018	771,526

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 3.60; FY 2016-17 - 3.60

FUNDING SOURCE: This program is funded 100% by Solid Waste Fund

PUBLIC WORKS

SOLID WASTE FUND
RECYCLING
OBJECTIVES & PERFORMANCE MEASURES

Mission
To provide for efficient collection, diversion and disposal of solid waste through environmentally beneficial programs.

Goal(s)
- Increase diversion through commercial recycling and organics diversion.
- Integrate Community Based Social Marketing (CBSM) Best Practices into outreach materials.
- Maximize current technology to improve residents' access to information and reduce costs.

Prior Budget Accomplishments
- Staff/Hauler conducted 115 business waste evaluations.
- Added additional sectors to the Green Business Certification Program.

Additional Accomplishments
- Received and implemented $203,000 grant to provide recycling infrastructure and education at all Conejo Valley Unified School District schools.
- Distributed recycling containers to five area parks in a pilot recycling project.
- Increased e-mail subscribers to over 8,500 for City environmental news and updates (May 2015).
- Updated web content and utilized an on-line survey, direct mailings and in-person outreach to increase AB 341 (mandatory commercial recycling law) compliance from 74% in 2013 to 78% in 2014.

Objective(s)
- Expand Green Business Certification program to additional sectors and promote Certified Green Businesses to public. (Citywide Goal E: Public Infrastructure)
- Implement mandated commercial organics diversion program (Citywide Goal E: Public Infrastructure)
- Increase commercial recycling participation rates. (Citywide Goal E: Public Infrastructure)
- Update website to increase user usefulness and provide searchable list of locations or programs to recycle or dispose of materials. (Citywide Goal B: Fiscally/Managerially Responsible)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Number of Certified Green Businesses(A)	7	5	5	8	11
Increase commercial recycling participation rates 1% annually	53%	60%	63%	64%	65%

Performance Measure Notes
(A)Green Business Certification Program back online for FY 2014/15, with integration of CA Green Business Network database and development of new sector checklist: restaurant, auto, garment cleaning, hospitality, landscape.
No new certifications. Recertifications for five (5) existing Green Businesses are currently in process.

PUBLIC WORKS

SOLID WASTE FUND
COMMUNITY ENHANCEMENT

Program Description

This program provides funding for three solid waste related community beautification programs: the Neighborhood Clean Up Program, the Adopt-a-Highway Program, and the Community Enhancement Grant Program.

		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations					
Maintenance and Operations:					
Professional/Contractual Services	$	3,600	-	45,000	45,000
Total Program Allocations	$	3,600	-	45,000	45,000

Budget Variance: Budget for the Enhancement grants, Adopt-A-Highway, and Neighborhood Clean-Up comes from interest income.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 0.00; FY 2016-17 - 0.00

FUNDING SOURCE: This program is funded 100% by Solid Waste Fund

PUBLIC WORKS

SOLID WASTE FUND
COMMUNITY ENHANCEMENT
OBJECTIVES & PERFORMANCE MEASURES

Mission
To encourage and coordinate programs to enhance City neighborhoods and conserve natural resources.

Goal(s)
- Manage the Neighborhood Clean-Up Program in a customer friendly and cost-effective manner.
- Manage 101/23 Freeway interchange and on/off ramp debris removal contract services in a cost-effective manner.
- Provide Community Enhancement Grants to local non-profit groups who complete cost-effective environmental projects that benefit the Thousand Oaks community.

Prior Budget Accomplishments
- Extended contract for 101/23 Freeway interchange and on/off ramp cleaning to include additional ramp cleaning (ongoing).
- Coordinated with Community Enhancement Grant recipients ensuring that grant projects provided an environmental and community benefit (ongoing).

Objective(s)
- Increase diversion of reusable materials from Neighborhood Clean-Up events and create online application/scheduling system. (Citywide Goal B: Fiscally/Managerially Responsible)
- Continue to provide monthly cleaning of the 101/23 Freeway interchange and freeway on/off ramps. (Citywide Goal B: Fiscally/Managerially Responsible)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Annual number of Neighborhood Clean-Up events	40	46	41	30	30
Interchange and off ramp areas cleaned monthly(A)	56	52	48	48	52

Performance Measure Notes
(A)The following on/off ramps were unable to be cleaned due to road construction: Hampshire Road March 2014 to present, and 101/23 interchange April 2014 to present.

PUBLIC WORKS

SOLID WASTE FUND
HOUSEHOLD HAZARDOUS WASTE

Program Description

This program is responsible for providing cost-effective and safe disposal of residential and small business hazardous waste at the Municipal Service Center.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 108,170	108,632	144,113	146,506
Fringe Benefits	54,827	47,556	56,735	65,882
Maintenance and Operations:				
Supplies and Equipment	36,724	33,750	19,400	18,400
Repairs and Maintenance	434	3,000	2,250	2,250
Professional/Contractual Services	264,141	767,671	413,200	363,200
Utilities	2,784	13,520	12,850	12,850
Equipment/Building Rental	147	500	1,500	1,500
Training and Memberships	9,221	12,000	7,600	7,600
Asset Replacement Funding	2,068	-	-	8,590
Total Maintenance and Operations	315,519	830,441	456,800	414,390
Capital Outlay:				
Capital Outlay	7,726	900	78,104	-
Use of Asset Replacement	(7,726)	(900)	(78,104)	-
Total Capital Outlay	-	-	-	-
Total Program Allocations	$ 478,516	986,629	657,648	626,778

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 1.45; FY 2016-17 - 1.45

FUNDING SOURCE: This program is funded 100% by Solid Waste Fund

PUBLIC WORKS

SOLID WASTE FUND
HOUSEHOLD HAZARDOUS WASTE
OBJECTIVES & PERFORMANCE MEASURES

Mission

Provide city residents and small businesses with convenient and environmentally responsible methods to safely dispose of their Household Hazardous Waste (HHW).

Goal(s)

- Develop public-private partnerships to provide additional collection sites for less toxic materials and reduce costs.
- Integrate Community Based Social Marketing (CBSM) Best Practices into outreach materials.
- Maximize current technology to improve residents' access to information and reduce costs.

Prior Budget Accomplishments

- Implemented pharmaceutical safe disposal collection program at pharmacies, medical offices, and veterinary offices (ongoing).
- Assisted in the planning and development of a permanent household hazardous waste facility (completed June 2014).

Additional Accomplishments

- Opened permanent household hazardous waste facility on June 4, 2014.

Objective(s)

- Maximize access for residents and small businesses to permanent household hazardous waste facility within existing resources - Top Ten Priority 7. (Citywide Goal B: Fiscally/Managerially Responsible)
- Implement ad testing program to test effectiveness and reduce advertising costs - Top Ten Priority 7. (Citywide Goal B: Fiscally/Managerially Responsible)
- Promote alternate collection locations and programs - Top Ten Priority 7. (Citywide Goal E: Public Infrastructure)
- Increase diversion through Material Reuse Program - Top Ten Priority 7. (Citywide Goal B: Fiscally/Managerially Responsible)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Annual number of visitors at HHW events	4,300	3,943	4,500	4,500	4,500
Pounds of HHW collected annually	426,000	355,000	368,000	368,000	368,000
Pounds diverted through Material Reuse Program	21,300	15,000	23,000	23,000	23,000

TRANSPORTATION FUND

PUBLIC WORKS

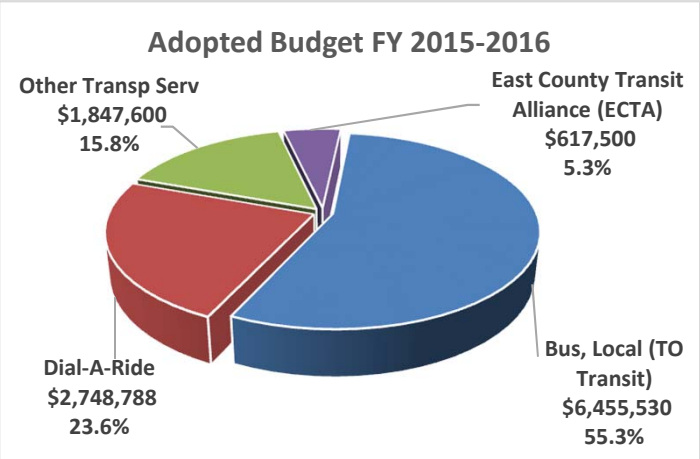
TRANSPORTATION FUND
OPERATIONS SUMMARY

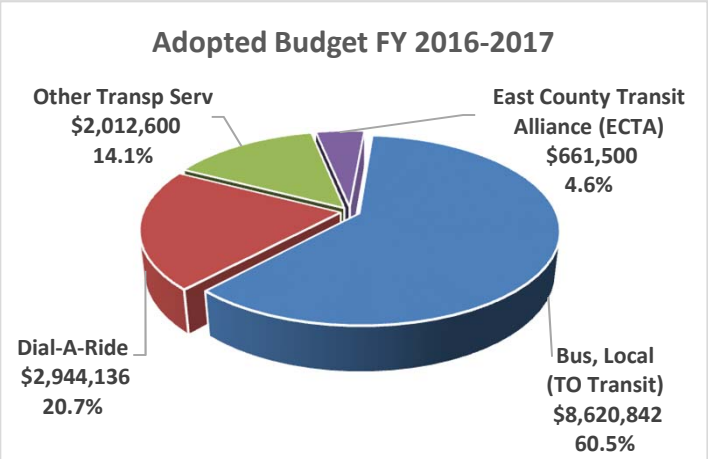
		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Amount Available for Allocation					
Estimated Revenues:					
Sales Tax on Gasoline, SB325	$	1,742,447	5,020,700	4,500,000	4,500,000
Bus Fares		163,495	163,750	135,000	145,000
Dial-A-Ride		204,701	273,200	235,000	245,000
Interest Income		11,336	10,000	10,000	10,000
Federal and State Grants		2,514,346	1,395,100	3,795,000	1,957,500
Non-City Bus Services		787,225	2,081,900	1,735,000	1,860,000
Miscellaneous		47,740	34,500	308,200	343,200
Total Estimated Revenues		5,471,290	8,979,150	10,718,200	9,060,700
Reserve Accounts		6,975	2,972,922	951,218	5,178,378
Total Available for Allocation	$	5,478,265	11,952,072	11,669,418	14,239,078
Estimated Requirements					
Operating Expenses:					
Salaries	$	111,274	209,735	236,135	239,654
Fringe Benefits		38,187	83,981	69,465	72,657
Maintenance and Operations		4,580,674	6,766,001	7,963,818	8,592,267
Capital Outlay		191,711	2,517,691	20,000	22,000
Total Operating Expenses		4,921,846	9,577,408	8,289,418	8,926,578
Capital Improvements		556,419	2,374,664	3,350,000	5,312,500
Maintenance Improvements		-	-	30,000	-
Total Estimated Requirements	$	5,478,265	11,952,072	11,669,418	14,239,078

PUBLIC WORKS

TRANSPORTATION FUND
PROGRAMS SUMMARY

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocation Summary				
Bus, Local (Thousand Oaks Transit)	$ 2,498,761	7,179,832	6,455,530	8,620,842
Dial-A-Ride	2,241,758	2,745,054	2,748,788	2,944,136
Other Transportation Services	737,746	2,027,186	1,847,600	2,012,600
East County Transit Alliance (ECTA)	-	-	617,500	661,500
Total	$ 5,478,265	11,952,072	11,669,418	14,239,078

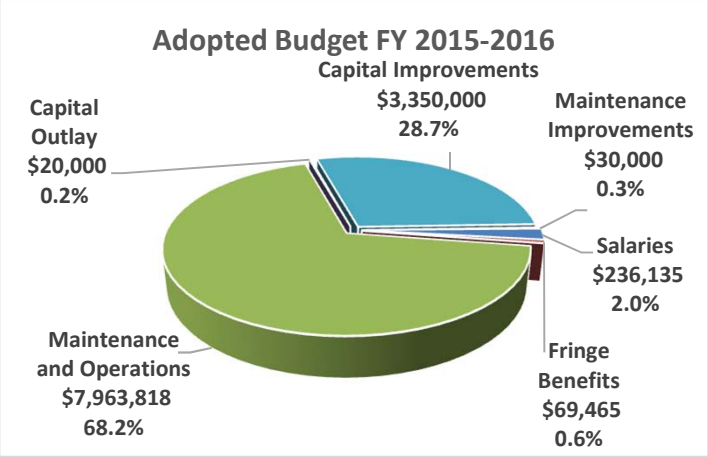


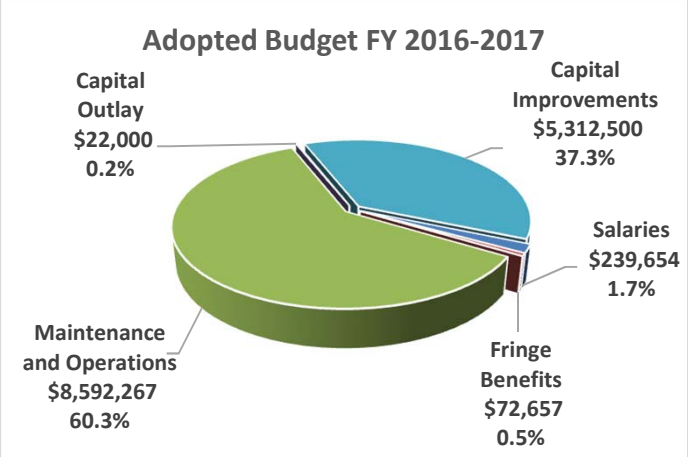


PUBLIC WORKS

TRANSPORTATION FUND
ALLOCATION SUMMARY

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 111,274	209,735	236,135	239,654
Fringe Benefits	38,187	83,981	69,465	72,657
Maintenance and Operations:				
Supplies and Equipment	1,141,654	1,283,950	1,614,150	1,598,150
Repairs and Maintenance	96,272	106,092	280,708	351,177
Professional/Contractual Services	3,329,058	5,352,859	6,035,560	6,609,540
Utilities	8,735	5,500	25,000	25,000
Insurance and Claims	-	10,500	-	-
Training and Memberships	4,955	7,100	8,400	8,400
Total Maintenance and Operations	4,580,674	6,766,001	7,963,818	8,592,267
Capital Outlay:				
Capital Outlay	191,711	2,517,691	45,000	47,000
Use of Asset Replacement	-	-	(25,000)	(25,000)
Total Capital Outlay	191,711	2,517,691	20,000	22,000
Capital Improvements	556,419	2,374,664	3,350,000	5,312,500
Maintenance Improvements	-	-	30,000	-
Total Program Allocations	$ 5,478,265	11,952,072	11,669,418	14,239,078





PUBLIC WORKS

TRANSPORTATION FUND
BUS, LOCAL (THOUSAND OAKS TRANSIT)

Program Description

This program provides low cost community bus service to residents and commuters while reducing automobile trips on local streets.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 64,227	116,142	113,474	115,320
Fringe Benefits	22,319	48,188	36,245	37,913
Maintenance and Operations:				
Supplies and Equipment	539,511	498,700	661,700	603,700
Repairs and Maintenance	28,347	29,733	169,431	174,089
Professional/Contractual Services	1,109,201	1,603,213	2,073,280	2,355,920
Utilities	7,010	5,500	16,500	16,500
Insurance and Claims	-	10,500	-	-
Training and Memberships	3,158	3,600	4,900	4,900
Total Maintenance and Operations	1,687,227	2,151,246	2,925,811	3,155,109
Capital Outlay:				
Capital Outlay	168,569	2,489,592	25,000	25,000
Use of Asset Replacement	-	-	(25,000)	(25,000)
Total Capital Outlay	168,569	2,489,592	-	-
Capital Improvements	556,419	2,374,664	3,350,000	5,312,500
Maintenance Improvements	-	-	30,000	-
Total Program Allocations	$ 2,498,761	7,179,832	6,455,530	8,620,842

Budget Variance: No material variances noted.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 1.10; FY 2016-17 - 1.10

FUNDING SOURCE: This program is funded 100% by Transportation Fund

PUBLIC WORKS

TRANSPORTATION FUND
BUS, LOCAL (THOUSAND OAKS TRANSIT)
OBJECTIVES & PERFORMANCE MEASURES

Mission
To provide safe, quality, and cost effective local bus service to transit dependent residents.

Goal(s)
- Maximize ridership by providing service routes and stops that enhance community availability and use.
- Maintain reasonable fares that result in required Transportation Development Act (TDA) fare box ratio.
- Maintain on-time performance standards and headways that do not exceed 60 minutes on average.
- Increase use of cost effective public transportation through coordination of service with local and regional transit providers.

Prior Budget Accomplishments
- Implemented Metrolink Shuttle Service (July 2013).
- Implemented Saturday Bus Service (August 2013).
- Implemented new 5 year service contract (June 2014).

Additional Accomplishments
- Successfully completed all California Highway Patrol inspections (ongoing).
- Completed construction of Municipal Service Center bus parking and fueling complex (Sept. 2013).
- Completed farebox installation on all buses (May 2014).
- Delivery of two new Buses (December 2014).

Objective(s)
- Completion of Transit Master Plan (Citywide Goal B: Fiscally/Managerially Responsible)
- Implement additional bus routes including trolley/shuttle on Thousand Oaks Blvd. (Citywide Goal B: Fiscally/Managerially Responsible)
- Install Automated Stop Announcement Devices (Citywide Goal B: Fiscally/Managerially Responsible)
- Maintain required farebox ratio (Citywide Goal B: Fiscally/Managerially Responsible)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Ridership increase by 5% per year	-7.0%	8.1%	-0.5%	5.0%	5.0%
Farebox recovery	15.0%	18.2%	17.0%	16.5%	16.0%
Cost per passenger	$7.00	$11.46	$12.00	$12.50	$13.00
Passengers per revenue hours	11.0	11.8	10.0	10.0	10.0
On-time performance	80.0%	86%	85%	85%	85%

PUBLIC WORKS

TRANSPORTATION FUND
DIAL-A-RIDE

Program Description

This program provides door-to-door transportation for seniors and persons with disabilities.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 47,047	93,593	107,661	109,334
Fringe Benefits	15,868	35,793	33,220	34,744
Maintenance and Operations:				
Supplies and Equipment	363,977	368,350	468,350	488,350
Repairs and Maintenance	67,925	76,359	111,277	177,088
Professional/Contractual Services	1,720,277	2,139,360	2,017,280	2,123,620
Utilities	1,725	-	7,500	7,500
Training and Memberships	1,797	3,500	3,500	3,500
Total Maintenance and Operations	2,155,701	2,587,569	2,607,907	2,800,058
Capital Outlay:				
Capital Outlay	23,142	28,099	-	-
Total Program Allocations	$ 2,241,758	2,745,054	2,748,788	2,944,136

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 1.00; FY 2016-17 - 1.00

FUNDING SOURCE: This program is funded 100% by Transportation Fund

PUBLIC WORKS

TRANSPORTATION FUND
DIAL-A-RIDE
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide safe, efficient, and convenient transportation service for transit dependent seniors and disabled residents.

Goal(s)

- Average wait time less than 15 minutes for all rides provided.
- Provide majority of transportation by advanced reservations.
- Meet fare box ratio requirements.

Prior Budget Accomplishments

- Achieved advanced reservation goal in excess of 75% (ongoing).
- Provided on-time, reliable service averaging 8 minute wait on average for all rides provided (ongoing).
- Provided service within 45 minutes of requested time in excess of 95% of the time (ongoing).

Additional Accomplishments

- Completed Transportation Center Parking Lot Expansion (October 2013).
- Implemented new five-year contract for service (June 2014).

Objective(s)

- Maintain all required service measures in contract. (Citywide Goal B: Fiscally/Managerially Responsible)
- Implement new inter-city service through ECTA. (Citywide Goal G: Multi-jurisdictional Opportunities)
- Maintain fare box ratio without rate increase. (Citywide Goal B: Fiscally/Managerially Responsible)
- 100% city owned DAR vans alternative fuel. (Citywide Goal B: Fiscally/Managerially Responsible)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Farebox recovery	10.50%	12.2%	10.5%	11.0%	11.0%
Passengers per vehicle hour	2.32	2.33	2.35	2.38	2.40
Percent of on-time pick-up	98%	98%	99.5%	99.5%	99.5%
Percent of advanced reservations	75%	92%	90%	90%	90%

PUBLIC WORKS

TRANSPORTATION FUND
OTHER BUS SERVICES

Program Description

This program provides County services to the unincorporated areas; Westlake Village DAR and ADA services; Oak Park ADA services; Moorpark senior DAR and ADA service; and the City of Moorpark Bus service.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ -	-	10,000	10,000
Maintenance and Operations:				
Supplies and Equipment	238,166	416,900	422,600	452,600
Professional/Contractual Services	499,580	1,610,286	1,415,000	1,550,000
Total Maintenance and Operations	737,746	2,027,186	1,837,600	2,002,600
Total Program Allocations	$ 737,746	2,027,186	1,847,600	2,012,600

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 0.00; FY 2016-17 - 0.00

FUNDING SOURCE: This program is funded 100% by Transportation Fund

PUBLIC WORKS

TRANSPORTATION FUND
OTHER TRANSPORTATION SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide safe, efficient, professional transportation services to other agencies under contract without negative financial impact to the City or to the City's own transit operations and to foster increased cooperation and coordination of transit services in the region to improve overall transit services for transit dependent residents, to leverage cost efficiencies, and to contain costs without service degradation.

Goal(s)

- Provide senior and general dial-a-ride and paratransit service consistent with contractual requirements.
- Provide fixed route service consistent with contractual requirements.
- Provide maintenance to transit vehicles consistent with contractual requirements.
- Provide services with neutral financial impact to the City.

Prior Budget Accomplishments

- Entered into agreement with the County of Ventura for dial-a-ride and paratransit services in the unincorporated areas (ongoing).
- Entered into agreement with the City of Westlake Village for dial-a-ride services (ongoing).
- Entered into agreement with the City of Moorpark for dial-a-ride, paratransit, and bus operation and maintenance services (ongoing).
- Entered into new 5 year contracts for services with all agencies (June 2014).

Objective(s)

- Add City of Agoura Hills General Dial-a-ride service. (Citywide Goal G: Multi-jurisdictional Opportunities)
- Provide all services per contract requirements. (Citywide Goal G: Multi-jurisdictional Opportunities)
- Provide services with no City of Thousand Oaks subsidy. (Citywide Goal G: Multi-jurisdictional Opportunities)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Complete CHP inspection on time	N/A	96%	95%	95%	95%
Preventable accidents per 100,000 miles	N/A	<1	<.5 per 100,000	<.5 per 100,000	<.5 per 100,000
Availability of back-up vehicles	N/A	100%	100%	100%	100%

PUBLIC WORKS

TRANSPORTATION FUND
EAST COUNTY TRANSIT ALLIANCE (ECTA)

Program Description

The City of Thousand Oaks is the fiscal agent for the East County Transit Alliance (ECTA) program, which coordinates cooperative transit services in eastern Ventura County for the cities of Moorpark, Simi Valley, Thousand Oaks, and the county of Ventura.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ -	-	5,000	5,000
Maintenance and Operations:				
Supplies and Equipment	-	-	61,500	53,500
Professional/Contractual Services	-	-	530,000	580,000
Utilities	-	-	1,000	1,000
Total Maintenance and Operations	-	-	592,500	634,500
Capital Outlay:				
Capital Outlay	-	-	20,000	22,000
Total Program Allocations	$ -	-	617,500	661,500

Budget Variance: This is a new program.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 0.00; FY 2016-17 - 0.00

FUNDING SOURCE: This program is funded 100% by Transportation Fund

PUBLIC WORKS

TRANSPORTATION FUND
EAST COUNTY TRANSIT ALLIANCE (ECTA)
OBJECTIVES & PERFORMANCE MEASURES

Mission
To provide improved transit services in eastern Ventura County consistent with Regional Transit Plan.

Goal(s)
- Sign MOU.
- Develop Implementation Plan.

Prior Budget Accomplishments
- MOU signed by all five agencies (Fall 2013).
- Adopted Implementation Plan (Spring 2014).
- Adopted "branding" element (Fall 2014).

Objective(s)
- Implement new Inter-city ADA and Senior DAR program by July 1, 2015. (Citywide Goal G: Multi-jurisdictional Opportunities)
- Adopt Fiscal Agent Agreement. (Citywide Goal G: Multi-jurisdictional Opportunities)

Performance Measure Notes
No performance measures to define at this time.

THEATRES FUND

CULTURAL AFFAIRS

THEATRES FUND
OPERATIONS SUMMARY

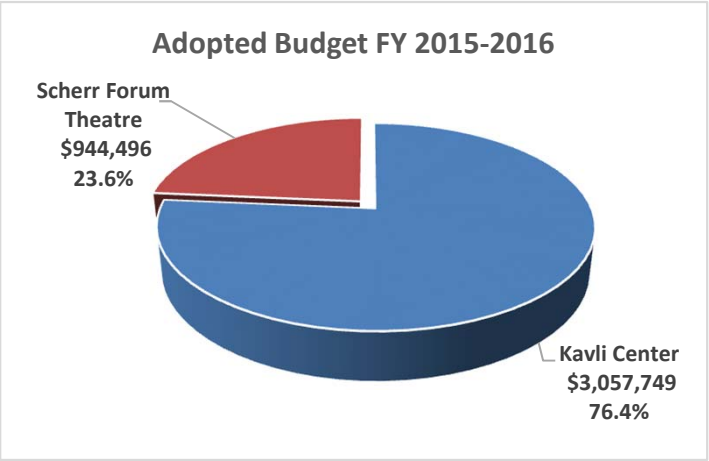
		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Amount Available for Allocation					
Estimated Revenues:					
Box Office Charges	$	272,045	456,000	243,000	245,000
Charges for Services		554,953	635,410	861,200	996,400
Labor Sales		1,120,592	1,169,000	1,084,000	1,131,000
Performance Rehearsal Rents		405,682	514,500	400,000	405,000
Concession Rental		-	23,000	-	-
Parking		256,175	305,000	274,886	317,194
Alliance for the Arts		300,000	300,000	500,000	500,000
Advertising/Promotion/Lobby Sales		166,899	233,000	192,000	192,000
Cost Allocations		404,688	487,528	422,159	432,359
Interest Apportionment		33,551	8,735	25,000	25,000
Miscellaneous		8,472	-	-	-
Total Estimated Revenues		3,523,057	4,132,173	4,002,245	4,243,953
Reserve Accounts		297,290	-	-	-
Total Available for Allocation	$	3,820,347	4,132,173	4,002,245	4,243,953
Estimated Requirements					
Operating Expenses:					
Salaries	$	1,401,826	1,387,837	1,357,895	1,377,170
Fringe Benefits		465,136	525,000	494,719	530,709
Maintenance and Operations		1,953,385	2,214,189	2,094,631	2,136,074
Total Operating Expenses		3,820,347	4,127,026	3,947,245	4,043,953
Maintenance Improvements		-	-	55,000	200,000
Reserve Accounts*		-	5,147	-	-
Total Estimated Requirements	$	3,820,347	4,132,173	4,002,245	4,243,953

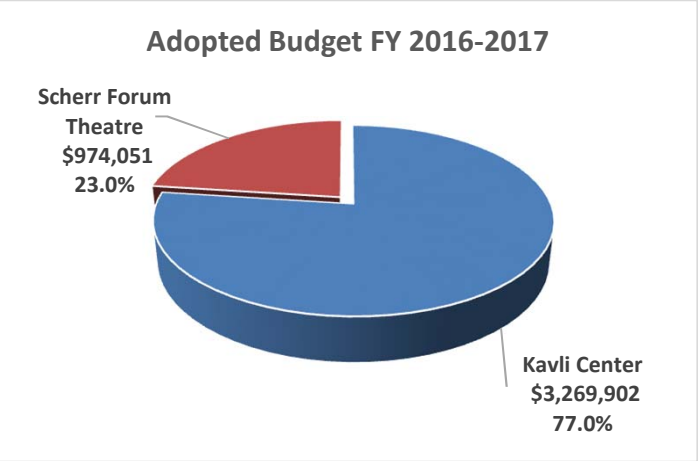
* Reserve account does not include approximately $35,000 in depreciation, which is not budgeted during the two-year budget cycle. Additional reserves will be placed in fund balance for future capital projects.

CULTURAL AFFAIRS

THEATRES FUND
PROGRAMS SUMMARY

		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocation Summary					
Kavli Center	$	2,883,499	3,057,066	3,057,749	3,269,902
Scherr Forum Theatre		936,848	1,069,960	944,496	974,051
Total	$	3,820,347	4,127,026	4,002,245	4,243,953

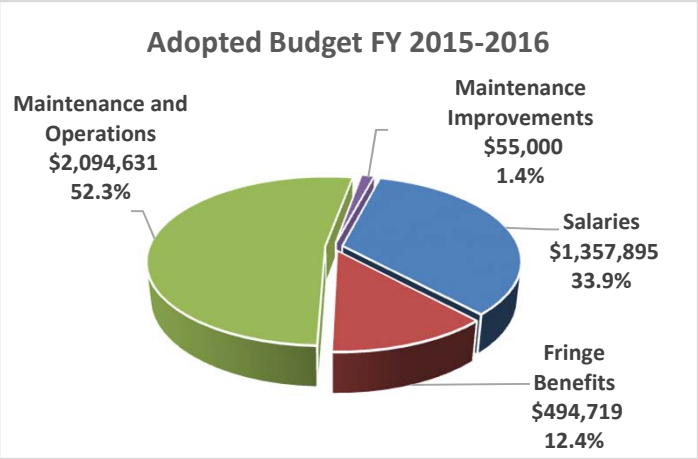


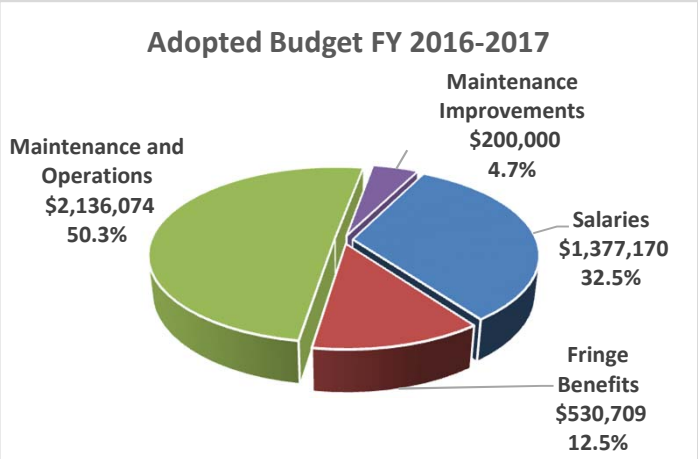


CULTURAL AFFAIRS

THEATRES FUND
ALLOCATION SUMMARY

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 1,401,826	1,387,837	1,357,895	1,377,170
Fringe Benefits	465,136	525,000	494,719	530,709
Maintenance and Operations:				
Supplies and Equipment	73,457	92,250	108,050	106,550
Repairs and Maintenance	60,574	68,300	61,800	61,800
Professional/Contractual Services	1,380,839	1,628,958	1,479,497	1,534,742
Utilities	333,685	331,150	356,100	357,620
Equipment/Building Rental	27,395	30,400	28,900	28,900
Training and Memberships	32,619	19,500	32,715	32,715
Asset Replacement Funding	44,816	43,631	27,569	13,747
Total Maintenance and Operations	1,953,385	2,214,189	2,094,631	2,136,074
Capital Outlay:				
Capital Outlay	-	-	15,000	-
Use of Asset Replacement	-	-	(15,000)	-
Total Capital Outlay	-	-	-	-
Maintenance Improvements	-	-	55,000	200,000
Total Program Allocations	$ 3,820,347	4,127,026	4,002,245	4,243,953





CULTURAL AFFAIRS

THEATRES FUND
FRED KAVLI THEATRE

Program Description

Operates the Bank of America Performing Arts Center's Fred Kavli Theatre, an 1,800 seat performing arts venue.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 996,965	995,593	1,005,537	1,019,694
Fringe Benefits	312,974	354,999	339,997	364,848
Maintenance and Operations:				
Supplies and Equipment	49,672	56,050	70,950	70,450
Repairs and Maintenance	41,113	45,200	41,100	41,100
Professional/Contractual Services	1,124,164	1,267,082	1,181,667	1,220,922
Utilities	280,150	270,650	301,200	301,920
Equipment/Building Rental	15,891	19,400	17,670	17,670
Training and Memberships	23,593	10,300	22,900	22,900
Asset Replacement Funding	38,977	37,792	21,728	10,398
Total Maintenance and Operations	1,573,560	1,706,474	1,657,215	1,685,360
Capital Outlay:				
Capital Outlay	-	-	15,000	-
Use of Asset Replacement	-	-	(15,000)	-
Total Capital Outlay	-	-	-	-
Maintenance Improvements	-	-	55,000	200,000
Total Program Allocations	$ 2,883,499	3,057,066	3,057,749	3,269,902

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 8.50; FY 2016-17 - 8.50

FUNDING SOURCE: This program is funded 100% by Theatre Fund

CULTURAL AFFAIRS

THEATRES FUND
FRED KAVLI THEATRE
OBJECTIVES & PERFORMANCE MEASURES

Mission

To enrich and enhance the quality of life for the citizens of Thousand Oaks through the presentation of local, national and international entertainers and performing arts programming.

Goal(s)

- Work with the Cultural Affairs Commission and the Thousand Oaks Civic Arts Plaza (TOCAP) Foundation to continue efforts to diversify and enhance the quality of programming.
- Upgrade Fred Kavli Theatre's technical equipment to meet current industry standards.
- Develop a business model that supports the long term self-sufficiency of the Theatres.

Prior Budget Accomplishments

- Increased revenues by reducing fee waivers and discounts for community groups, phasing in changes to the Theatre calendar booking policy, and revising user fees (ongoing).
- Continued to enhance the variety of programming (including more popular and contemporary shows)..."including Air Supply, Joffrey Ballet, and Rosanne Cash.
- Continued to enhance the concession product mix and service policies.

Additional Accomplishments

- Installed a new state of the art sound system and trained staff on proper procedures.
- Entered into new contract with Ticketmaster which provides opportunities for increased revenue for theatre fund and reduced service fees for patrons.

Objective(s)

- Realign staff resources to reduce overtime costs and to focus on functions that generate revenue. (Citywide Goal B: Fiscally/Managerially Responsible)
- Continue to implement the Theatres Fund financial plan to balance theatre fund budget by June 2016 by creating a balance between community events and national touring artists and attractions such as Pat Benetar, Beach Boys, and Jay Leno. (Citywide Goal B: Fiscally/Managerially Responsible)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Number of rental performances	177	182	165	170	175
Number of TOCAP presentations	21	19	18	22	22
Number of days in use	222	193	186	200	200

CULTURAL AFFAIRS

THEATRES FUND
JANET & RAY SCHERR FORUM THEATRE

Program Description

Operates the Bank of America Performing Arts Center's Janet and Ray Scherr Forum Theatre, a 400-seat community theatre and meeting site.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 404,861	392,244	352,358	357,476
Fringe Benefits	152,162	170,001	154,722	165,861
Maintenance and Operations:				
Supplies and Equipment	23,785	36,200	37,100	36,100
Repairs and Maintenance	19,461	23,100	20,700	20,700
Professional/Contractual Services	256,675	361,876	297,830	313,820
Utilities	53,535	60,500	54,900	55,700
Equipment/Building Rental	11,504	11,000	11,230	11,230
Training and Memberships	9,026	9,200	9,815	9,815
Asset Replacement Funding	5,839	5,839	5,841	3,349
Total Maintenance and Operations	379,825	507,715	437,416	450,714
Total Program Allocations	$ 936,848	1,069,960	944,496	974,051

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 4.05; FY 2016-17 - 4.05

FUNDING SOURCE: This program is funded 100% by Theatre Fund

CULTURAL AFFAIRS

THEATRES FUND
JANET & RAY SCHERR FORUM THEATRE
OBJECTIVES & PERFORMANCE MEASURES

Mission

To enrich and enhance the quality of life for the citizens of Thousand Oaks through the presentation of local, national, and international entertainers and performing arts programming.

Goal(s)

- Work with the Cultural Affairs Commission and the Thousand Oaks Civic Arts Plaza (TOCAP) Foundation to continue efforts to diversify and enhance the quality of programming.
- Maintain the Scherr Forum as an affordable venue for community arts, civic and nonprofit organizations.
- Develop a business model that supports the long-term self-sufficiency of the Theatres.

Prior Budget Accomplishments

- Increased revenues by reducing fee waivers and discounts for community groups, phasing in changes to the Theatre calendar booking policy and revising user fees (ongoing).
- Continued to enhance the variety of programming (including more popular and contemporary shows)..."including Mary Lambert, Justin Young, and Anthony Jeselnik.
- Continued to enhance the concession product mix and service policies.

Additional Accomplishments

- Installed a new state of the art sound system and trained staff on proper procedures.
- Entered into a new contract with Ticketmaster which provides opportunity for increased revenue for the theatre fund and reduced fees for patrons.

Objective(s)

- Realign staff resources to reduce overtime costs and to focus on functions that generate revenue. (Citywide Goal B: Fiscally/Managerially Responsible)
- Continue to implement the Theatre Financial Plan to balance theatre fund budget by June 2016 by creating a balance between community events and national touring artists and attractions such as Tim Minchin, Paula Poundstone, and Perla Batalla. (Citywide Goal B: Fiscally/Managerially Responsible)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Number of rental performances	144	139	157	160	160
Number of days in use(A)	171	156	170	175	175
Non-Performance Meetings	55	53	43	45	45
Number of TOCAP Foundation presentations	13	15	5	7	7

Performance Measure Notes

(A)Number of days in use does not include City Council, Planning Commission, and staff training meetings.

LOS ROBLES GREENS GOLF COURSE FUND

FINANCE

LOS ROBLES GREENS GOLF COURSE FUND
OPERATIONS SUMMARY

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Amount Available for Allocation				
Estimated Requirements:				
Golf Course Green Fees	$ 1,875,637	1,880,000	1,880,000	1,880,000
Golf Course Cart Rentals	617,740	620,000	620,000	620,000
Golf Course Memberships	15,182	15,000	15,000	15,000
Driving Range Fees	63,516	60,000	60,000	60,000
Interest Income	32,512	40,000	40,000	40,000
Miscellaneous	2,005,207	2,591,000	2,591,000	2,591,000
Total Estimated Revenues	4,609,794	5,206,000	5,206,000	5,206,000
Reserve Accounts	-	802,341	47,694	-
Total Available for Allocation	$ 4,609,794	6,008,341	5,253,694	5,206,000
Estimated Requirements				
Operating Expenses:				
Maintenance and Operations	$ 4,442,836	4,630,373	4,623,800	4,627,500
Capital Outlay	-	6,500	-	-
Total Operating Expenses	4,442,836	4,636,873	4,623,800	4,627,500
Capital Improvements	-	1,121,574	280,000	250,000
Maintenance Improvements	-	-	100,000	-
Debt Service	104,894	149,894	149,894	149,894
Transfers to Other Funds	-	100,000	100,000	100,000
Reserve Accounts*	62,064	-	-	78,606
Total Estimated Requirements	$ 4,609,794	6,008,341	5,253,694	5,206,000

Budget Variance: The City entered into a management agreement contract with Evergreen Alliance Golf Limited (EAGL) during FY 2007. Revenue and expenditure budgets have been grossed up to properly present the terms of the management agreement contract.

* Reserve account does not include approximately $270,000 in depreciation, which is not budgeted during the two-year budget cycle. Additional reserves will be placed in fund balance for future capital projects.

FINANCE

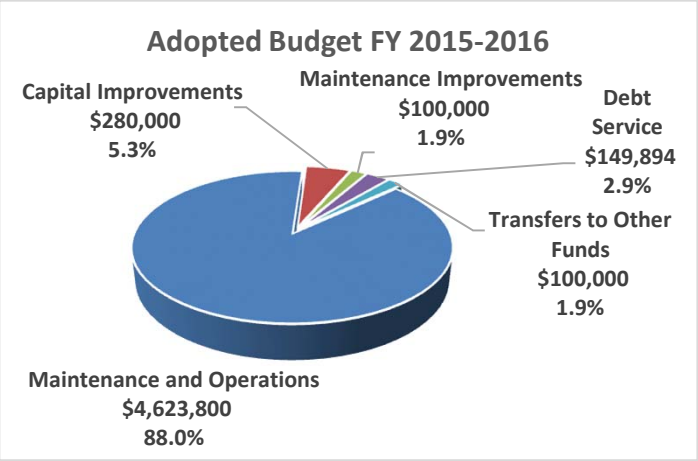
LOS ROBLES GREENS GOLF COURSE FUND
ALLOCATION SUMMARY

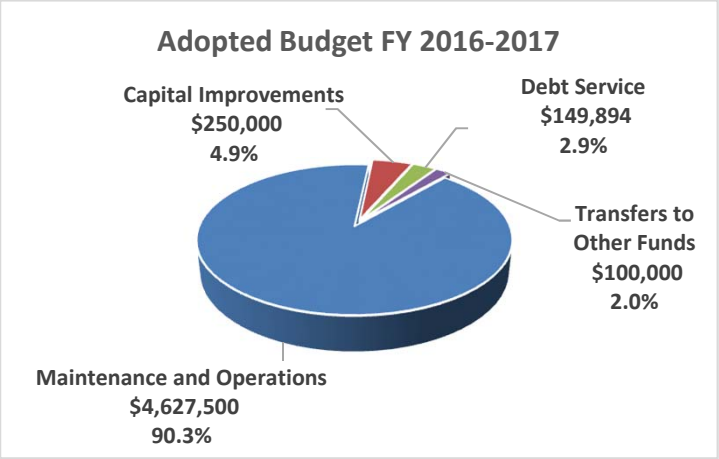
Program Description

Los Robles Greens Golf Course basks in the foothills of the Conejo Valley and was redesigned to a par 70 course (6,274 yards), known for the giant oak trees that line its fairways. The golf course is currently managed by Evergreen Alliance Golf Limited (EAGL).

		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations					
Maintenance and Operations:					
Supplies and Equipment	$	69,289	1,500	1,500	1,500
Repairs and Maintenance		31,773	-	-	-
Professional/Contractual Services		4,341,499	4,628,673	4,622,100	4,625,800
Training and Memberships		275	200	200	200
Total Maintenance and Operations		4,442,836	4,630,373	4,623,800	4,627,500
Capital Outlay:					
Capital Outlay		-	6,500	-	-
Capital Improvements		-	1,121,574	280,000	250,000
Maintenance Improvements		-	-	100,000	-
Debt Service		104,894	149,894	149,894	149,894
Transfers to Other Funds		-	100,000	100,000	100,000
Total Program Allocations	$	4,547,730	6,008,341	5,253,694	5,127,394

Budget Variance: No material budget variances.





TOTAL ALLOCATED POSITIONS: FY 2015-16 - 0.00; FY 2016-17 - 0.00

FUNDING SOURCE: This program is funded 100% by Los Robles Golf Course Fund

FINANCE

LOS ROBLES GREENS GOLF COURSE FUND
ALL PROGRAMS
OBJECTIVES & PERFORMANCE MEASURES

Mission
To provide a quality public golf course, banquet and event facility through lease and management agreements.

Goal(s)
- Maintain and promote the golf course, banquet and event center, and associated amenities to ensure no operational funding from the City's General Fund.
- Allow golf course operator the flexibility to manage and operate the facility in a mutually beneficial manner.

Prior Budget Accomplishments
- Golf course operator (Eagle Golf, Inc.) continued to provide improvements to the golf course (ongoing).
- Conducted annual United States Golf Association (USGA) inspections and continually implemented recommendations (ongoing).

Objective(s)
- Maintain or increase number of golf rounds played. (Citywide Goal B: Fiscally/Managerially Responsible)
- Maintain or increase usage of the banquet center. (Citywide Goal B: Fiscally/Managerially Responsible)
- Continue new marketing efforts and operations for outdoor event area (The Gardens). (Citywide Goal B: Fiscally/Managerially Responsible)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Number of total rounds of golf played	78,155	76,415	76,560	77,000	77,000
Number of non-resident rounds played	28,619	27,965	27,562	28,000	28,000
Amount of food and beverage sales(A)	$1,444,027	$1,502,454	$1,667,461	$1,800,000	$1,800,000

Performance Measure Notes
(A)Outdoor event area estimated completion September 2013 (FY 2013-14), generating additional revenue.

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SPECIAL REVENUE FUNDS

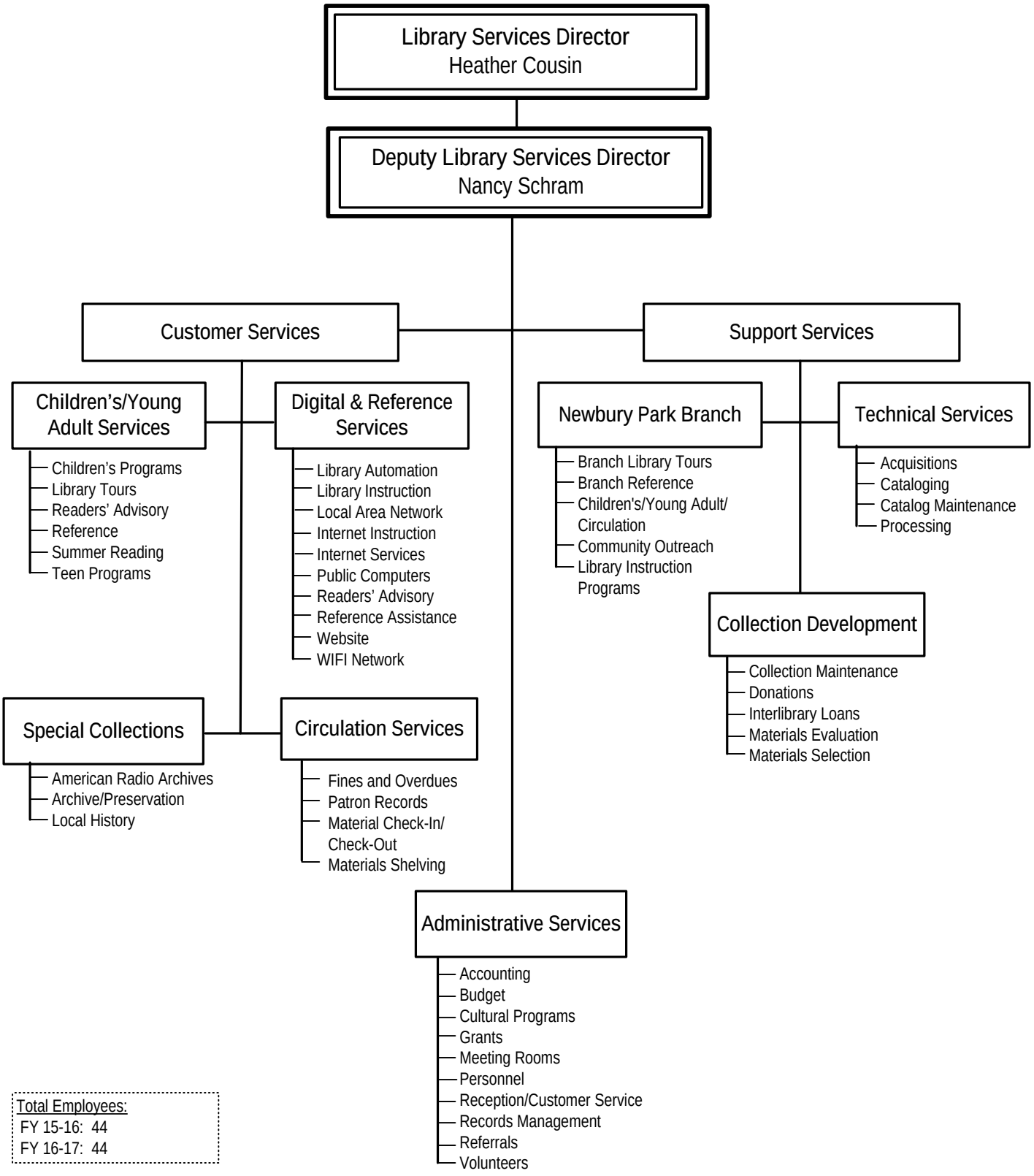
Library Fund

LIBRARY FUND

The Thousand Oaks Library is comprised of one main facility. The Thousand Oaks Library, located at 1401 E. Janss Road in Thousand Oaks, and one branch library, the Newbury Park Branch, located at 2331 Borchard Road in Newbury Park.

The Library collection includes 350,000 items and knowledgeable staff to provide assistance.

Library Services



Total Employees:
FY 15-16: 44
FY 16-17: 44

LIBRARY

LIBRARY FUND
OPERATIONS SUMMARY

Library Mission Statement

To serve the diverse informational and leisure pursuits of the community by providing knowledgeable, courteous, and effective assistance, materials, and resources for research and life-long learning in a variety of print and electronic formats, a variety of cultural and informative programs, and pleasant and safe library facilities for the enjoyment of users of all ages and interests.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Amount Available for Allocation				
Estimated Revenues:				
Property Tax - Library District	$ 5,624,124	5,538,640	5,774,600	5,941,100
Property Tax Pass Thru Agreement	405,662	400,000	420,000	428,400
Library Fines and Fees	185,179	182,000	186,000	186,000
Interest Income	3,483	8,000	4,000	4,000
Miscellaneous	108,366	43,001	70,001	58,001
Total Estimated Revenues	6,326,814	6,171,641	6,454,601	6,617,501
Transfers From Other Funds	1,762,624	1,833,515	2,068,095	1,693,715
Reserve Accounts	-	262,703	-	-
Total Available for Allocation	$ 8,089,438	8,267,859	8,522,696	8,311,216
Estimated Requirements				
Operating Expenses:				
Salaries	$ 3,596,585	3,698,859	3,777,164	3,850,724
Fringe Benefits	1,374,322	1,652,603	1,479,878	1,643,415
Maintenance and Operations	2,316,494	2,534,425	2,685,654	2,617,077
Capital Outlay	35,043	(38,500)	-	-
Total Operating Expenses	7,322,444	7,847,387	7,942,696	8,111,216
Capital Improvements	766,991	420,472	255,000	-
Maintenance Improvements	-	-	325,000	200,000
Reserve Accounts	3	-	-	-
Total Estimated Requirements	$ 8,089,438	8,267,859	8,522,696	8,311,216

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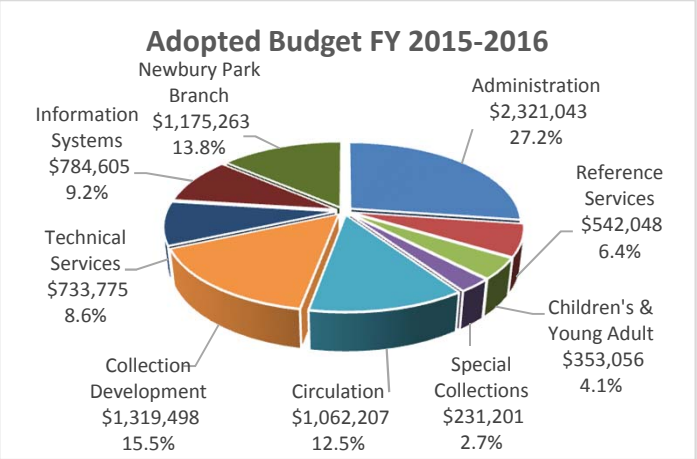
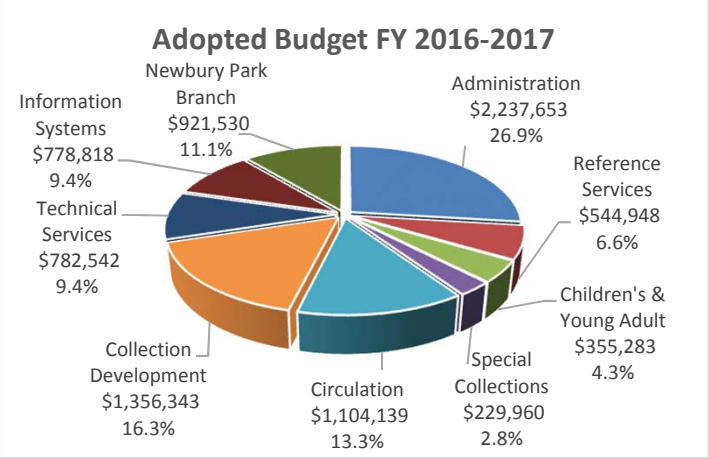
LIBRARY

LIBRARY FUND
PROGRAMS SUMMARY

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocation Summary				
Administration	$ 1,315,427	1,264,418	2,321,043	2,237,653
Reference Services	409,765	399,846	542,048	544,948
Children's and Young Adult Services	295,457	438,306	353,056	355,283
Special Collections	215,507	250,164	231,201	229,960
Circulation	1,045,346	1,165,626	1,062,207	1,104,139
Collection Development	1,181,506	1,171,387	1,319,498	1,356,343
Technical Services	758,118	783,494	733,775	782,542
Maintenance	778,711	1,216,813	-	-
Information Systems	481,572	612,433	784,605	778,818
Newbury Park Branch	1,608,026	965,372	1,175,263	921,530
Total	$ 8,089,435	8,267,859	8,522,696	8,311,216

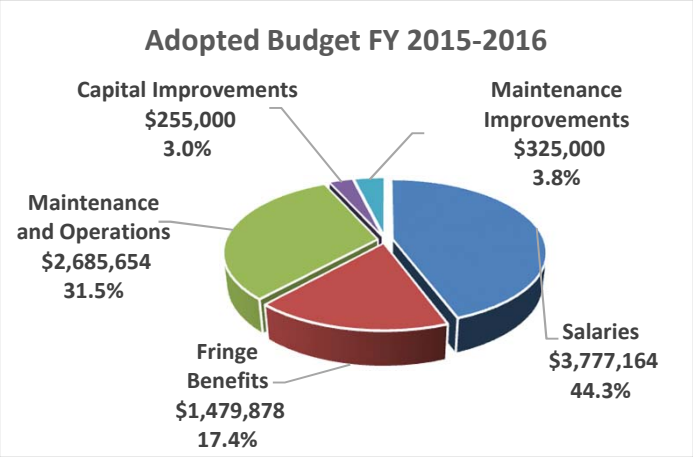


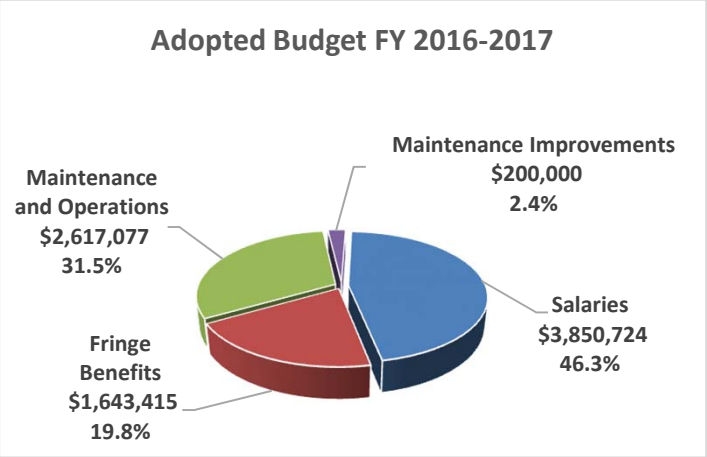


LIBRARY

LIBRARY FUND
ALLOCATION SUMMARY

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 3,596,585	3,698,859	3,777,164	3,850,724
Fringe Benefits	1,374,322	1,652,603	1,479,878	1,643,415
Maintenance and Operations:				
Supplies and Equipment*	923,581	1,052,716	1,032,650	935,450
Repairs and Maintenance	390,797	404,649	1,235,982	1,253,436
Professional/Contractual Services	428,210	582,006	174,000	164,000
Utilities	379,312	388,700	150,200	150,200
Insurance and Claims	414	-	-	-
Equipment/Building Rental	14,127	17,900	11,640	11,640
Training and Memberships	25,607	35,950	41,470	41,470
Asset Replacement Funding	154,446	52,504	39,712	60,881
Total Maintenance and Operations	2,316,494	2,534,425	2,685,654	2,617,077
Capital Outlay:				
Capital Outlay	76,162	71,500	136,838	-
Use of Asset Replacement	(41,119)	(110,000)	(136,838)	-
Total Capital Outlay	35,043	(38,500)	-	-
Capital Improvements	766,991	420,472	255,000	-
Maintenance Improvements	-	-	325,000	200,000
Total Program Allocations	$ 8,089,435	8,267,859	8,522,696	8,311,216





LIBRARY

LIBRARY FUND
ADMINISTRATION

Program Description

This program provides for administration of City's library system by identifying community information needs and setting and maintaining standards for providing excellent customer service. Administrative staff coordinates the selection of new personnel, administers the budget, and ensures that the Library operates within goals of the City of Thousand Oaks.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 733,724	719,496	779,630	794,508
Fringe Benefits	287,431	340,631	303,883	323,037
Maintenance and Operations:				
Supplies and Equipment	52,153	33,400	56,800	41,800
Repairs and Maintenance	2,880	2,000	670,074	690,076
Professional/Contractual Services	86,404	108,500	109,000	109,000
Utilities	-	-	29,200	29,200
Insurance and Claims	414	-	-	-
Equipment/Building Rental	12,094	17,900	7,540	7,540
Training and Memberships	12,021	15,300	15,300	15,300
Asset Replacement Funding	118,630	27,191	24,616	27,192
Total Maintenance and Operations	284,596	204,291	912,530	920,108
Capital Outlay:				
Capital Outlay	50,795	-	30,000	-
Use of Asset Replacement	(41,119)	-	(30,000)	-
Total Capital Outlay	9,676	-	-	-
Maintenance Improvements	-	-	325,000	200,000
Total Program Allocations	$ 1,315,427	1,264,418	2,321,043	2,237,653

Budget Variance: Repairs and Maintenance due to transfer of costs from maintenance Division.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 8.20; FY 2016-17 - 8.20

FUNDING SOURCE: This program is funded 25% by General Fund and 75% by Library Fund

LIBRARY

LIBRARY FUND
ADMINISTRATION
OBJECTIVES & PERFORMANCE MEASURES

Mission
To provide general administrative direction to the Library Department and ensure Library operates within City of Thousand Oaks goals.

Goal(s)
- To ensure the efficient operation of the Grant R. Brimhall (GRB) Library and the Newbury Park Branch (NPB) Library.
- To increase users' knowledge of library resources and services and to ensure users receive excellent library service in person, by telephone, and via the Internet.
- To increase access to local history, broadcasting history, and book arts resources for all users.

Prior Budget Accomplishments
- Maintained high standard of quality in services, facilities, financial support, and usage, within the parameters of the FY 2013-14 & FY 2014-15 Library Operating Budget (June 2015).
- Ensured Library's relevance in the community by overseeing Library's participation in Citywide Visioning process and evaluating community input regarding Library services (December 2014).
- Publicized and presented library resources by issuing press releases, publishing bi-monthly newsletters, using social media, programming the electronic bulletin board system, and presenting innovative programming (ongoing).
- Developed updated Library IT Strategic Plan in coordination with City administrators, Library staff and stakeholders, and Library consultant (December 2014).

Additional Accomplishments
- Continued to restructure Library staff in light of the People Strategy project to meet financial requirements; and, restructure Library organization, acquire electronic resources, and streamline services to maintain efficiencies in light of reduced staffing (June 2015).
- Innovative programming included very popular appearances of authors and notables such as Chad Harbach (November 2013), J.D. Power (January 2014), Jennifer Chiaverini (June 2014), and Marisa Silver (November 2014).
- Secured $20,000 funding in FY 2013-14 and FY 2014-15 from Friends of the Thousand Oaks Library and Thousand Oaks Library Foundation to assist with maintenance of the aquarium (April 2015).
- Coordinated and implemented two popular academic lecture series in partnership with California Lutheran University and CSU Channel Islands (June 2015).

Objective(s)
- Explore the possibility of developing a Thousand Oaks Library Service Strategic Plan to supplement existing Technology Plan. (Citywide Goal B: Fiscally/Managerially Responsible)
- Improve and increase innovative patron self-service options using technologies such as self-check systems and Radio Frequency Identification (RFID) technology. (Citywide Goal F: Cultural Programs)
- Improve patron experience by focusing staff and resources on continuous improvement and implementing patron driven services with an eye toward increasing direct public services. (Citywide Goal F: Cultural Programs)
- Explore options to reduce silos and enhance collaboration among Library departments and with other City departments. (Citywide Goal B: Fiscally/Managerially Responsible)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Number of issues of Oakleaf Newsletter	6/year	6/year	6/year	6/year	6/year
Total visits to Library(A)	653,282	655,191	656,000	656,000	656,000
Number of grant applications submitted/received	4/4	4/4	4/4	4/4	4/4
Total volunteer hours	19,482	20,744	21,000	21,000	21,000

(A) This number doesn't include persons visiting meeting rooms. Reduction in hours will affect total attendance until hours are restored.

LIBRARY

LIBRARY FUND
REFERENCE SERVICES

Program Description

This program provides professional public assistance in accessing and utilizing library and informational resources. This program assists in selection of library materials and provides services that support life-long learning and cultural pursuits.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 314,221	295,194	390,917	396,854
Fringe Benefits	90,703	98,652	126,931	139,094
Maintenance and Operations:				
Supplies and Equipment	4,292	4,300	21,150	5,950
Training and Memberships	549	1,700	3,050	3,050
Total Maintenance and Operations	4,841	6,000	24,200	9,000
Total Program Allocations	$ 409,765	399,846	542,048	544,948

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 3.28; FY 2016-17 - 3.28
FUNDING SOURCE: This program is funded 25% by General Fund and 75% by Library Fund

LIBRARY

LIBRARY FUND
REFERENCE SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission

Guarantee an informed, empowered and enriched citizenry by maintaining a current, relevant library collection; assisting and instructing patrons in meeting their information needs, offering informative, innovative programs for adults.

Goal(s)

- Provide instructional and cultural programming that promotes the use of library resources and services, offers entertaining and stimulating exchange, and raises awareness of the library as a community gathering place.
- Provide professional, authoritative reference service utilizing print and electronic resources coupled with technologies that serve patrons at their point of need.
- Provide quality readers' advisory services to patrons both online and in-person utilizing a variety of print and electronic resources that serve patrons at their point of need.

Prior Budget Accomplishments

- Provided training and instruction in classroom format and one-on-one settings in the areas of access and use of library resources, digital literacy, and finding information on the Internet (ongoing).
- Offered a variety of public programs to inform, entertain, and encourage meaningful dialog and support life-long learning, including the annual community-wide "One City, One Book" series of programs and events (ongoing).
- Developed content for the Library's YouTube online learning channel and the Library's web site (ongoing).
- Provided training for staff and patrons in the use of multiple e-readers and downloading and accessing e-books (ongoing.)

Objective(s)

- Coordinate and oversee the 2015 and 2016 "One City, One Book" community-wide reading program. (Citywide Goal F: Cultural Programs)
- Offer a variety of instructional classes to the public through the Learning @ Your Library series. (Citywide Goal F: Cultural Programs)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Number of reference questions answered(A)	86,101	34,249	33,211	30,000	30,000
Number of "One City, One Book" reading program events and attendance	16 programs	24 programs	20 prog/1,752 attendees	20/1,700	20/1,700
Number of adult library programs and classes offered and attendance(B)	96/6,219	108/4,784	91/3,709	90/5,700	90/5,700

Performance Measure Notes

(A)Number of reference questions answered both electronic and in person/phone questions.

(B)Number of programs and classes offered excluding "One City, One Book".

LIBRARY

LIBRARY FUND
CHILDREN'S AND YOUNG ADULT SERVICES

Program Description

This program provides reference and reader's advisory service to juvenile patrons, parents and teachers and plans and delivers programming designed to encourage and support reading.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 196,623	281,405	230,435	235,671
Fringe Benefits	82,552	140,461	95,921	102,712
Maintenance and Operations:				
Supplies and Equipment	14,282	13,840	23,900	14,100
Training and Memberships	2,000	2,600	2,800	2,800
Total Maintenance and Operations	16,282	16,440	26,700	16,900
Total Program Allocations	$ 295,457	438,306	353,056	355,283

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 2.68; FY 2016-17 - 2.68

FUNDING SOURCE: This program is funded 25% by General Fund and 75% by Library Fund

LIBRARY

LIBRARY FUND
CHILDREN'S AND YOUNG ADULT SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission

To enrich, inform, and inspire children, teens and adults through access to high quality library materials, resources, services, and free programs designed to promote and encourage a love of reading, discovering, learning, and lifelong library use as well as to establish and maintain cooperative relationships with community agencies, associations, and local schools.

Goal(s)

- Ensure that the Library provides timely and accurate reference service to help individuals successfully complete school assignments, develop and improve their literacy and academic abilities, become well-informed, cultivate their imagination and creativity, and use Library materials for pleasure, aesthetic appreciation, personal and cognitive development, and independent learning.
- Provide opportunities for teens to actively volunteer at the Library in a variety of ways enabling them to develop workplace skills and engage in activities that encourage reading and inspire an appreciation for literature and reading.
- Provide an array of educational and informative programs for youth of all ages that encourage reading and literacy, inspire love of the library, cultivate their imagination and creativity, and develop skills for lifelong learning.

Prior Budget Accomplishments

- Scheduled information specialists to give book recommendations and research help to youth of all ages at the Children's Help desk while providing optimum customer service (ongoing).
- Provided a variety of programs, including storytimes, tours for community and school groups, and summer reading programs, for children and teens (ongoing).
- Trained and supervised teen volunteers and implemented successful "lead volunteer" program, and solicited input from teens on library resources and services (ongoing).
- Partnered with community agencies and organizations to enhance age appropriate programs (ongoing).

Additional Accomplishments

- Implemented successful Summer Reading Club for youth of all ages (July and August 2013 and 2014).
- Coordinated and oversaw regular monthly meetings of the Thousand Oaks Teen Advisory League (TOTAL) (September 2013 - May 2014 and September 2014 - June 2015).

Objective(s)

- Coordinate Summer Reading Club for youth of all ages. (Citywide Goal F: Cultural Programs)
- Offer ongoing series of storytime sessions for babies, toddlers, and preschool aged children. (Citywide Goal F: Cultural Programs)
- Provide staff coordination and oversight of Teen Volunteer Program and TOTAL. (Citywide Goal F: Cultural Programs)
- Continue to support and offer the online, live homework tutoring resource for students in grades 3-12. (Citywide Goal F: Cultural Programs)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Number of reference questions answered(A)	30,944	29,984	31,000	30,000	30,500
Number of children and teens registered in GRB Library Summer Reading Club(C)	3,155	3,303	3,268	3,400	3,500
Children and teen programs/attendance	175/9,613	201/10,789	200/12,000	200/12,000	210/12,500
Number of outreach events(B)/attendance	62/6,346	61/5,624	62/5,400	63/5,550	65/5,600

(A)Number of reference questions answered include electronic and in person/phone questions.

(B)Number of outreach events includes school visits and library class tours.

(C)FY 2012-13 & 2013-14 Actuals include children & teen registrations from the Newbury Park branch.

LIBRARY

LIBRARY FUND
SPECIAL COLLECTIONS

Program Description

This program acquires and preserves primary and secondary research materials detailing the history of the Conejo Valley and City of Thousand Oaks, as well as materials on the history of radio and early television. This program also provides public assistance in accessing and using the Library's special collections.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 143,035	159,118	146,787	150,153
Fringe Benefits	62,312	79,746	62,494	67,387
Maintenance and Operations:				
Supplies and Equipment	2,466	3,300	12,800	3,300
Repairs and Maintenance	125	-	-	-
Professional/Contractual Services	4,995	5,000	5,000	5,000
Training and Memberships	2,574	3,000	4,120	4,120
Total Maintenance and Operations	10,160	11,300	21,920	12,420
Total Program Allocations	$ 215,507	250,164	231,201	229,960

Budget Variance: FY 2011-2012 includes funding for the Ed Lawrence Collection.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 1.83; FY 2016-17 - 1.83

FUNDING SOURCE: This program is funded 25% by General Fund and 75% by Library Fund

LIBRARY

LIBRARY FUND
SPECIAL COLLECTIONS
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide users with three valuable resources: Local History of the Conejo Valley and the City of Thousand Oaks; American Radio Archives, documenting the history of radio and early television; and Book Arts, documenting book manufacture, printing, and book collecting.

Goal(s)

- Acquire, maintain, and describe materials related to local history, American radio, and book arts.
- Provide access to the Library's special collections through keeping regular hours of service, providing reference services, publications, and outreach activities.
- Continue development of digital access for historical photographs and other materials in the Library's special collections.

Prior Budget Accomplishments

- Ensured the Special Collections Reading Room was open and staffed Tuesdays & Wednesdays 1:00 p.m. - 5:00 p.m., and Thursdays 5:00 p.m. - 8:00 p.m.; and e-mail and telephone reference service were provided to the public (ongoing).
- Continued digitization of photographs of local historical interest and made them available on the Library web page (ongoing).

Objective(s)

- Acquire available historic and modern titles, historic material, and ephemera related to the collections through purchase and donations. (Citywide Goal F: Cultural Programs)
- Ensure the Special Collections Reading Room is open to the public a minimum of 11 regularly scheduled hours per week, and e-mail and telephone reference services are provided to the public. (Citywide Goal F: Cultural Programs)
- Update web pages to make materials more visible and more accessible, and create informational exhibits and displays of materials from the Library's special collections. (Citywide Goal F: Cultural Programs)
- Add digital images to the Library's online catalog for public viewing. (Citywide Goal F: Cultural Programs)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Reference questions answered(A)	1,263	1,108	1,215	1,200	1,200
Number of page views on Special Collections web pages (B)	50,066	33,207	5,126	5,130	5,130
Number of digital images added	172	163	158	160	160

Performance Measure Notes

(A)Number of reference questions answered include electronic and in person/phone questions.

(B) Number of page views changed significantly beginning in FY 14-15 due to change in data collection to Google Analytics.

LIBRARY

LIBRARY FUND
CIRCULATION

Program Description

This program is responsible for the registration of new users, maintenance of patron records, checking materials in and out and to and from users, notification of overdue materials, and receipt of fines and payments for lost or damaged items.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 763,452	826,497	773,048	785,873
Fringe Benefits	268,399	321,979	271,509	300,616
Maintenance and Operations:				
Supplies and Equipment	13,098	15,100	15,100	15,100
Training and Memberships	397	2,050	2,550	2,550
Total Maintenance and Operations	13,495	17,150	17,650	17,650
Total Program Allocations	$ 1,045,346	1,165,626	1,062,207	1,104,139

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 8.98; FY 2016-17 - 8.98

FUNDING SOURCE: This program is funded 25% by General Fund and 75% by Library Fund

LIBRARY

LIBRARY FUND
CIRCULATION
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide courteous, prompt, and reliable service at the public Circulation Desks, make items available in a timely manner after they are returned, and maintain accurate circulation records.

Goal(s)

- Ensure that staff is well-trained in circulation policies and procedures and customer service skills.
- Assist in maintaining the accuracy and currency of circulation and catalog information and to maintain the Library collections in a neat and orderly fashion, making them accessible to users.
- Save users time by offering self-service check-out and other self-service opportunities.

Prior Budget Accomplishments

- Efficiently and accurately registered new library patrons (ongoing).
- Provided check-out and check-in of library materials at service desks (ongoing).
- Ensured returned materials were back on the shelves in a neat and orderly fashion within 72 hours of check-in (ongoing).
- Encouraged and assisted patrons in using self-service options for check-out (self-checkout machines), online fee payment, self-service pickup of materials on hold, and other self-service options (ongoing).

Objective(s)

- Oversee patron and staff training components of upgraded and expanded self-checkout machines and service for the public. (Citywide Goal F: Cultural Programs)
- Shift Library materials to improve customer access and make more efficient use of shelf space. (Citywide Goal F: Cultural Programs)
- Train patrons and staff in the use of new point-of-sale system procedures at the check-out desks. (Citywide Goal B: Fiscally/Managerially Responsible)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Total annual circulation	1,872,545	1,434,688	1,391,180	1,400,000	1,400,000
Total annual new registrations	6,368	6,277	5,951	5,900	5,900
Percentage of total items circulated that are checked out on the self-check machines	47%	47.1%	46.9%	50%	55%
Total holds for library materials processed	51,317	51,092	49,891	50,000	50,000

LIBRARY

LIBRARY FUND
COLLECTION DEVELOPMENT

Program Description

This program oversees and coordinates the selection, ordering, and maintenance of all library materials.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 342,005	306,730	393,900	402,762
Fringe Benefits	144,498	150,551	191,898	219,881
Maintenance and Operations:				
Supplies and Equipment	694,116	712,806	732,100	732,100
Training and Memberships	887	1,300	1,600	1,600
Total Maintenance and Operations	695,003	714,106	733,700	733,700
Total Program Allocations	$ 1,181,506	1,171,387	1,319,498	1,356,343

Budget Variance: Library books and materials purchases made from this program.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 5.75; FY 2016-17 - 5.75

FUNDING SOURCE: This program is funded 25% by General Fund and 75% by Library Fund

LIBRARY

LIBRARY FUND
COLLECTION DEVELOPMENT
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide relevant, reliable, and timely Library materials which inform, educate, entertain, and enrich persons as individuals and as members of society.

Goal(s)

- Ensure Library provides a collection of materials that supports informational and recreational reading, viewing, and listening needs of the community, including developing youth collections that have an array of up-to-date, beneficial, and desirable resources, thereby contributing to school-readiness, emotional development, and academic achievement.
- Oversee and coordinate selection, ordering, and maintenance of all library materials in a timely and efficient manner, and ensure that the library's collection has adequate supply of high-demand materials that support the interests and diversity of library users.
- Give prompt attention to users' concerns, suggestions, or complaints regarding resources and materials.

Prior Budget Accomplishments

- Selected, reviewed and evaluated all materials for the Library, to ensure materials and recommendations were guided by the Collection Management Policy and to ensure the Collection Development Policy Manual was updated to reflect current collection policies and practices (ongoing).
- Ensured that rush materials, including users' purchase suggestions and titles on best seller lists were addressed within three days of receipt (ongoing).
- Continued to investigate cost savings and customer service improvements related to acquisition of online resources (ongoing).
- Ensured that Library materials were continually reviewed for currency and relevance and outdated and worn materials were removed; performed regular searches for missing materials and performed inventory to ensure the library catalog accurately reflects Library's holdings (ongoing).

Additional Accomplishments

- Continued to acquire books in electronic format, including reference works and popular reading materials, for patron use (ongoing).
- Added Zinio, an online periodical database (Jan. 2014) and Starwalk Kids (Dec. 2014).
- Reference collection is under review and weeded, about half completed as of June 2015 (ongoing).
- Completed RFID project at Newbury Park and Grant R. Brimhall Libraries (June 2015).

Objective(s)

- Review Reference collections for currency and prioritize purchase of core and critical necessity in both electronic and paper formats. (Citywide Goal F: Cultural Programs)
- Continue to develop efficiencies in selection utilizing vendor supplied notification lists based on selector-chosen profiles to ensure timely purchase of popular and core materials. (Citywide Goal B: Fiscally/Managerially Responsible)
- Consider and purchase new formats, databases or services to offer the community. (Citywide Goal F: Cultural Programs)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Number of Interlibrary Loans borrowed/lent to other libraries	207/350	267/519	270/500	270/500	280/520
Number of titles added(A)	22,175	31,365	12,976	25,000	20,000
Number of proprietary databases available for public use	67	83	81	83	83
Number of items held in system	461,448	467,529	456,688	455,000	450,000

(A)Number of titles added includes eBooks and downloadable materials. Reduction in titles in FY14-15 due in part to short-term backlogs in processing and increased prices for e-books.

LIBRARY

LIBRARY FUND
TECHNICAL SERVICES

Program Description

This program coordinates the purchasing, cataloging, and processing of all library materials.

		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations					
Salaries	$	456,499	463,646	444,791	455,368
Fringe Benefits		195,114	228,298	191,284	231,674
Maintenance and Operations:					
Supplies and Equipment		45,558	39,600	34,600	32,400
Utilities		60,481	50,000	60,000	60,000
Training and Memberships		466	1,950	3,100	3,100
Total Maintenance and Operations		106,505	91,550	97,700	95,500
Total Program Allocations	$	758,118	783,494	733,775	782,542

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 6.30; FY 2016-17 - 6.30

FUNDING SOURCE: This program is funded 25% by General Fund and 75% by Library Fund

LIBRARY

LIBRARY FUND
TECHNICAL SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide Library materials and resources to the public by purchasing, cataloging, and processing them in an efficient, timely and cost-effective manner.

Goal(s)

- Purchase selected materials in an efficient manner and ensure all related records are accurately maintained, and to improve accounting, cataloging, and processing of these new materials by utilizing new technologies.
- Perform accurate and complete descriptive cataloging of materials to ensure ease of access by the public and staff through the Library catalog.
- Process materials quickly and correctly according to established standards.

Prior Budget Accomplishments

- Added new catalog records for all new materials to provide patrons access to materials (ongoing).
- Continued to improve ordering efficiencies utilizing automated procedures, including adding new vendors (ongoing).
- Processed new library materials for public use (ongoing).
- Implemented Quick Click ordering with Quality Books (March 2014).

Additional Accomplishments

- Performed Radio Frequency Identification (RFID) tagging processes to all new materials received to facilitate self-checkout of new materials (ongoing).
- Explore options in preprocessing and cataloging of book materials by vendors (ongoing).

Objective(s)

- Adjust procedures as full RFID implementation occurs June 2015. (Citywide Goal F: Cultural Programs)
- Provide catalog description and identification of new formats. (Citywide Goal F: Cultural Programs)
- Develop new efficiencies as more materials are pre-cataloged and processed. (Citywide Goal F: Cultural Programs)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Number of order records added(A)	11,779	11,677	11,875	11,000	11,500
Number of catalog records edited(A)	26,537	29,676	22,976	25,000	25,000
Number of items processed(A)	33,955	31,365	26,292	30,000	30,000

Performance Measure Notes

(A)Number of order and catalog records edited fluctuates depending on special projects. Staff vacancies and budgetary constraints may result in a decline in materials added.

LIBRARY

LIBRARY FUND
MAINTENANCE

Program Description

This program oversees and supervises custodial service, utilities, and physical plan repair/development. This program is also responsible for daily courier service between the Libraries.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 122,912	134,663	-	-
Fringe Benefits	59,565	77,427	-	-
Maintenance and Operations:				
Supplies and Equipment	16,352	128,600	-	-
Repairs and Maintenance	89,784	87,213	-	-
Professional/Contractual Services	261,077	296,997	-	-
Utilities	224,301	229,200	-	-
Asset Replacement Funding	3,145	6,988	-	-
Total Maintenance and Operations	594,659	748,998	-	-
Capital Outlay:				
Capital Outlay	-	20,500	-	-
Use of Asset Replacement	-	(65,000)	-	-
Total Capital Outlay	-	(44,500)	-	-
Capital Improvements	1,575	300,225	-	-
Total Program Allocations	$ 778,711	1,216,813	-	-

Budget Variance: Transferred to Finance-Facilities.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 0.00; FY 2016-17 - 0.00

FUNDING SOURCE: This program is funded 25% by General Fund and 75% by Library Fund

LIBRARY

LIBRARY FUND
MAINTENANCE
OBJECTIVES & PERFORMANCE MEASURES

Mission

To ensure that the Grant R. Brimhall (GRB) Library and the Newbury Park Branch (NPB) Library buildings are clean and comfortable environments for users and staff.

Goal(s)

- Ensure that all mechanical equipment operates effectively and efficiently, and that any repairs to buildings and equipment are performed promptly.
- Ensure that Library materials are transported between facilities to support excellent customer service.
- Ensure that all the facilities are clean.

Prior Budget Accomplishments

- Scheduled and oversaw regular maintenance of all mechanical equipment as needed throughout the two year budget period (June 2015).
- Provided repair of damaged or outdated equipment in a timely manner (ongoing).
- Provided once-daily delivery service, Monday through Friday, between the GRB and NPB Libraries (ongoing).
- Provided oversight of custodial services (ongoing).

Additional Accomplishments

- Completed Grant R. Brimhall Library exterior paving replacement (June 2014).
- Completed interior painting at Newbury Park Branch Library (June 2015).
- Secured contract janitorial services for both Library facilities during night time and day time (June 2015).
- Centralized Facility Services with City Facility Services to reduce silos, create efficiencies, and benefit from economies of scale (March 2015).

Objective(s)

- Replace worn and outdated library furniture at GRB Library. (Citywide Goal E: Public Infrastructure)
- Replace roof and solar at NPB Library. (Citywide Goal E: Public Infrastructure)
- Repair brick pavement in front of main entrance at GRB Library. (Citywide Goal E: Public Infrastructure)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Regular maintenance schedule observed	Yes	Yes	Yes	Yes	Yes
Damaged equipment repaired	Yes	Yes	Yes	Yes	Yes
Courier service between libraries	M-F, Twice Daily	M-Th:Twice Daily; F:Once Daily	M-F: Once Daily		

LIBRARY

LIBRARY FUND
LIBRARY INFORMATION SYSTEMS

Program Description

This program purchases, maintains, and oversees computer hardware and software systems and maintains the Library website. This program is responsible for ensuring effective and efficient data communications for library patrons and staff.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 106,056	123,953	182,827	187,141
Fringe Benefits	45,161	61,474	84,157	94,216
Maintenance and Operations:				
Supplies and Equipment	62,989	90,470	97,700	82,200
Repairs and Maintenance	249,514	287,186	309,000	308,600
Professional/Contractual Services	5,380	10,500	40,000	30,000
Utilities	4,835	22,000	52,000	52,000
Training and Memberships	2,087	5,300	5,350	5,350
Asset Replacement Funding	5,550	5,550	13,571	19,311
Total Maintenance and Operations	330,355	421,006	517,621	497,461
Capital Outlay:				
Capital Outlay	-	51,000	44,000	-
Use of Asset Replacement	-	(45,000)	(44,000)	-
Total Capital Outlay	-	6,000	-	-
Total Program Allocations	$ 481,572	612,433	784,605	778,818

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 2.68; FY 2016-17 - 2.68

FUNDING SOURCE: This program is funded 25% by General Fund and 75% by Library Fund

LIBRARY

LIBRARY FUND
LIBRARY INFORMATION SYSTEMS
OBJECTIVES & PERFORMANCE MEASURES

Mission

To maintain and support Library's computer systems and ancillary resources to provide effective, efficient communication, and services to both staff and public.

Goal(s)

- Maintain and enhance the integrated Library system to support Library operations and services.
- Maintain and enhance the Library's web site to support Library operations and services.

Prior Budget Accomplishments

- Maintenance of library's web presence and enhance user experience via social media web site such as YouTube (on-going).
- Improved performance of the public virtual desktop environment (May 2015).
- Upgraded to the latest software for the Integrated Library System (May 2015).

Additional Accomplishments

- Realized cost savings from e-rate funding for FY 2013-14 for Internet access and telecommunication costs (June 2014).
- Continued implementing new online resources to enhance access to authoritative and reliable information sources.
- Implemented Library's mobile web site and wireless printing (October 2014).
- Completed Online Patron Registration (June 2015).

Objective(s)

- Promote usage and implement mobile interfaces for various Library resources. (Citywide Goal F: Cultural Programs)
- Oversee the conversion of Library's Radio Frequency Identification (RFID) security system. (Citywide Goal F: Cultural Programs)
- Complete an upgrade to integrated library system database management system to keep up with current data management technologies. (Citywide Goal F: Cultural Programs)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
New online services offered	Book Alerts, My Reading History, Gale Gateway, Learn4Life	Sierra migration	Mobile website	Special LibGuides by topic including Library's supplement to C.A.R.E. site	Additional video tutorials
Number of public PCs/annual usage	90/185,038	95/139,981	97/154,510	97/155,000	97/155,000
Number of servers/platforms in service	15/3	21/3	21/3	21/3	21/3
Number of staff, public desk, and computer support PCs	109	148	136	136	136

LIBRARY

LIBRARY FUND
NEWBURY PARK BRANCH

Program Description

This program provides high quality community based Library services

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Program Allocations				
Salaries	$ 418,058	388,157	434,829	442,394
Fringe Benefits	138,587	153,384	151,801	164,798
Maintenance and Operations:				
Supplies and Equipment	18,275	11,300	38,500	8,500
Repairs and Maintenance	48,494	28,250	256,908	254,760
Professional/Contractual Services	70,354	161,009	20,000	20,000
Utilities	89,695	87,500	9,000	9,000
Equipment/Building Rental	2,033	-	4,100	4,100
Training and Memberships	4,626	2,750	3,600	3,600
Asset Replacement Funding	27,121	12,775	1,525	14,378
Total Maintenance and Operations	260,598	303,584	333,633	314,338
Capital Outlay:				
Capital Outlay	25,367	-	62,838	-
Use of Asset Replacement	-	-	(62,838)	-
Total Capital Outlay	25,367	-	-	-
Capital Improvements	765,416	120,247	255,000	-
Total Program Allocations	$ 1,608,026	965,372	1,175,263	921,530

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 4.30; FY 2016-17 - 4.30

FUNDING SOURCE: This program is funded 25% by General Fund and 75% by Library Fund

LIBRARY

LIBRARY FUND
NEWBURY PARK BRANCH
OBJECTIVES & PERFORMANCE MEASURES

Mission

To serve the diverse informational, educational, cultural, and recreational needs of the community through excellent customer service, high interest materials in a variety of print and electronic formats, and cultural and informative library programming, in a convenient neighborhood setting.

Goal(s)

- Prepare and present innovative and interesting intergenerational programs for the Newbury Park Branch (NPB) Library community.
- Participate in community outreach efforts to inform citizens about services available and to encourage library use.
- To provide excellent customer service and assistance in using the Library resources and services.

Prior Budget Accomplishments

- Scheduled regular story times for children throughout the year and provided Summer Reading Club and Teen Reading Club every summer (July-August 2013 and July-August 2014).
- Offered public computer training classes in both English and Spanish to the NPB Library community (ongoing).
- Ensured that staff were well trained, friendly, and customer service oriented, and provided opportunities for staff to cross-train in other Library departments (ongoing).

Additional Accomplishments

- Added shelving and shifted collections to enhance access to library resources (Jan. 2015)
- Trained staff and patrons in use of self-check machines to allow self-checkout of all library materials and formats (ongoing).
- Implemented full RFID security conversion from magnetic technology (June 2014)

Objective(s)

- Train new staff and patrons in use of self-check machines which will continue to allow self-checkout of all library materials and formats. (Citywide Goal F: Cultural Programs)
- Continue to participate in outreach efforts to educate and inform the community. (Citywide Goal F: Cultural Programs)
- Train staff and patrons in use of new online resources, databases and services. (Citywide Goal F: Cultural Programs)
- Provide dynamic and innovative classes and programs to the Newbury Park community. (Citywide Goal F: Cultural Programs)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Number of children and teens registered in NPB Library Summer Reading Club	1034	1,001	800/180 = 980	810/200 = 1010	810/200 = 1010
Number of reference questions answered(A)	19,048	20,388	18,068	19,168	19,168
Number of adult programs and classes offered/attendance	11/113	27/432	34/567	40/590	45/620
Number of children and teen programs presented/attendance	44/2195	63/3,086	63/3,385	65/3,525	67/3,650

Performance Measure Notes

(A)Number of reference questions answered include electronic and in person/phone questions.

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OTHER SPECIAL REVENUE FUNDS

Lighting Assessment District
Landscaping Assessment District
Stormwater
Street Improvement
Community Development Block Grant

PUBLIC WORKS

LIGHTING ASSESSMENT DISTRICT FUND
OPERATIONS SUMMARY

Program Description

This program provides street lights throughout the City within the Lighting Assessment District established by voters.

		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Amount Available for Allocation					
Estimated Revenues:					
Special Assessments - Lighting	$	355,671	350,000	408,500	420,700
City - Lighting Property Tax		1,229,235	1,167,500	1,286,500	1,322,000
Interest Income		2,487	6,000	-	-
Miscellaneous Income		18,588	13,000	18,600	18,600
Total Estimated Revenues		1,605,981	1,536,500	1,713,600	1,761,300
Transfers From Other Funds		194,039	219,000	236,239	281,547
Reserve Accounts		254,410	759,818	-	-
Total Amount Available for Allocation	$	2,054,430	2,515,318	1,949,839	2,042,847
Estimated Requirements					
Operating Expenses:					
Salaries	$	113,693	116,699	118,661	122,055
Fringe Benefits		54,113	60,484	52,578	56,292
Maintenance and Operations		1,591,967	1,786,093	1,687,900	1,771,100
Charge Backs		104,208	91,289	90,700	93,400
Total Operating Expenses		1,863,981	2,054,565	1,949,839	2,042,847
Capital Improvements		190,449	460,753	-	-
Total Estimated Requirements	$	2,054,430	2,515,318	1,949,839	2,042,847

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 1.00; FY 2016-17 - 1.00

FUNDING SOURCE: This program is funded 100% by Lighting Assessment District Fund.

PUBLIC WORKS

LIGHTING AND LANDSCAPING ASSESSMENT DISTRICT FUNDS
LIGHTING ASSESSMENT DISTRICT FUND
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide scheduled routine traffic signal maintenance and provide funding for street lighting within the lighting district.

Goal(s)

- Provide timely response and service to residents' requests.

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Number of City-owned safety lights converted to LED(A)	18	0	481	0	0
Annual assessment per EDU District-wide(B)	$12.76	$13.15	$13.54	$13.95	$14.37

Performance Measure Notes

(A)All City owned safety lights have been converted.

(B)EDU = Equivalent Dwelling Units

PUBLIC WORKS

LANDSCAPING ASSESSMENT DISTRICT FUND
OPERATIONS SUMMARY

Program Description

This program provides landscape maintenance of public facilities, center medians, and parkways throughout the City within the Landscape Assessment District established by voters.

		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Amount Available for Allocation:					
Estimated Revenues:					
Special Assessments - Landscaping	$	3,490,072	3,480,000	3,559,800	3,631,000
City - Landscaping Property Tax		706,570	655,700	716,600	733,100
Interest Income		39,696	40,700	40,300	40,300
Miscellaneous Income		32,713	10,000	30,000	30,000
Total Estimated Revenues		4,269,051	4,186,400	4,346,700	4,434,400
Reserve Accounts		471,463	2,430,728	807,583	2,066,642
Total Amount Available for Allocation	$	4,740,514	6,617,128	5,154,283	6,501,042
Estimated Requirements:					
Operating Expenses:					
Salaries	$	538,170	544,606	598,092	615,327
Fringe Benefits		276,999	319,605	306,491	326,915
Maintenance and Operations		2,533,057	2,847,416	3,278,100	3,289,100
Charge Backs		977,612	806,003	961,600	969,700
Total Operating Expenses		4,325,838	4,517,630	5,144,283	5,201,042
Capital Improvements		414,676	2,099,498	-	1,300,000
Maintenance Improvements		-	-	10,000	-
Total Estimated Requirements	$	4,740,514	6,617,128	5,154,283	6,501,042

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 9.60; FY 2016-17 - 9.60

FUNDING SOURCE: This program is funded 100% by Landscaping Assessment District Fund.

PUBLIC WORKS

LIGHTING AND LANDSCAPING ASSESSMENT DISTRICT FUNDS
LANDSCAPING ASSESSMENT DISTRICT FUND
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide scheduled routine tree trimming services, open space weed abatement, and landscape maintenance within the landscape district.

Goal(s)

- Provide scheduled routine landscape maintenance in each district throughout the City.
- Perform tree maintenance with City staff or contract services to maintain safe and healthy trees.
- Provide timely response and service to residents' requests.

Prior Budget Accomplishments

- Trimmed 3,250 trees (ongoing).
- Removed 200 street trees and planted 350 trees (ongoing).
- Maintained Tree City USA status (ongoing).

Objective(s)

- Provide maintenance to City's 518 acres of greenbelts, medians, and parkways. (Citywide Goal E: Public Infrastructure)
- Enhance City's tree program by planting a minimum of 150 Valley Oaks (Quercus lobata) (Citywide Goal E: Public Infrastructure)
- Develop RFP for Landscape Master Plan and Tree Inventory. (Citywide Goal B: Fiscally/Managerially Responsible)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Number of new trees planted by staff/contractors/volunteers(A)	500	500	350	350	350
Number of trees trimmed by staff/contractors(A)	2,000	2,000	3,000	3,000	3,000
Acres of weed abatement performed(A)	80	80	200	200	200
Median annual assessment per EDU District-wide(B)	$166.59	$161.02	$226.74	$233.54	$240.55

Performance Measure Notes

(A)Only trees trimmed, removed, and planted in Landscaping Assessment District are represented.
(B)EDU = Equivalent Dwelling Units

PUBLIC WORKS

STORMWATER/FLOOD CONTROL ASSESSMENT FUNDS
OPERATIONS SUMMARY

Program Description

The purpose of this program is to comply with the federally mandated Stormwater Quality Management Program to reduce pollution in stormwater runoff.

		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Amount Available for Allocation					
Estimated Revenues:					
County Flood Control Zone 3	$	171,279	230,000	173,000	174,000
Miscellaneous Revenue/Interest		274,389	442,100	320,600	320,600
Total Estimated Revenues		445,668	672,100	493,600	494,600
Transfers From Other Funds		16,830	228,473	508,309	438,725
Reserve Accounts		169,547	140,946	-	-
Total Available for Allocation	$	632,045	1,041,519	1,001,909	933,325
Estimated Requirements					
Operating Expenses:					
Salaries	$	323,420	329,208	337,351	346,247
Fringe Benefits		132,640	159,871	144,708	154,628
Maintenance and Operations		122,612	468,696	433,850	343,850
Charge Backs		53,373	43,744	86,000	88,600
Total Operating Expenses		632,045	1,001,519	1,001,909	933,325
Capital Improvements		-	40,000	-	-
Total Estimated Requirements	$	632,045	1,041,519	1,001,909	933,325

Budget Variance: FY 2013-2014 use of fund balance reserves to cover shortfall, plus General Fund transfer. FY 2014-2015 will require a General Fund transfer to cover the deficit.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 3.20; FY 2016-17 - 3.20

FUNDING SOURCE: This program is funded 100% by Stormwater/Flood Control Assessment Fund.

PUBLIC WORKS

STORMWATER/FLOOD CONTROL ASSESSMENT FUNDS
ALL PROGRAMS
OBJECTIVES & PERFORMANCE MEASURES

Mission
To improve the quality of water in our local streams and, ultimately, the ocean.

Goal(s)
- Comply with Ventura Countywide Municipal Stormwater National Pollutant Discharge Elimination System (NPDES) permit requirements in the areas of public education and outreach, illicit discharge response and abatement, public infrastructure maintenance, new development discharge controls, and construction site pollution controls.
- Comply with Total Maximum Daily Load (TMDL) pollution reduction requirements issued by the State Regional Water Quality Control Board.

Prior Budget Accomplishments
- Successfully implemented and complied with the requirements of the Countywide Stormwater Permit (ongoing).
- Ensured development projects implemented Best Management Practices during construction (ongoing).
- Ensured new development projects installed and maintained runoff discharge controls upon completion (ongoing).
- Responded to all complaints of illicit discharges to the storm drain system (ongoing).

Additional Accomplishments
- Inspected all auto repair and food service facilities in the City (ongoing).
- Endeavored to educate the public regarding harmful effects of stormwater pollution (ongoing).

Objective(s)
- Achieve compliance with all permit requirements and conditions. (Citywide Goal B: Fiscally/Managerially Responsible)
- Conduct program activities and stormwater quality monitoring in compliance with adopted TMDLs. (Citywide Goal E: Public Infrastructure)

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Budget	FY 2016-17 Budget
Percentage of construction projects inspected for pollution control compliance	35 (100%)	100%	100%	100%	100%
Number of food service facilities inspected biennially for compliance	N/A	21	200 (100%)	N/A	200
Number of auto service facilities inspected biennially for compliance	200 (100%)	25	N/A	100	100

PUBLIC WORKS

STREET IMPROVEMENT FUNDS
OPERATIONS SUMMARY

Program Description

The purpose of these funds is to provide for the maintenance of City streets.

	Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Amount Available for Allocation				
Estimated Revenues:				
Gasoline Tax 2107 and 2107.5	$ 950,316	882,000	1,027,000	1,027,000
Traffic Safety	711,242	802,000	802,000	802,000
Gasoline Tax 2105	904,156	620,000	760,000	720,000
Gasoline Tax 2106	470,338	410,000	375,000	360,000
Gasoline Tax SB325	2,677,354	-	20,000	20,000
Bicycle Pedestrian Safety	61,290	81,000	59,000	59,000
Federal Highway Admin. Grant	10,321,662	764,800	301,000	7,748,000
Streets Maintenance	1,819,797	1,800,000	620,000	1,020,000
Total Estimated Revenues	17,916,155	5,359,800	3,964,000	11,756,000
Reserve Account	-	12,638,930	-	3,422,000
Total Available for Allocation	$ 17,916,155	17,998,730	3,964,000	15,178,000
Estimated Requirements				
Operating Expenses:				
Maintenance and Operations	$ 810,409	7,487,667	140,000	140,000
Capital Outlay	3,600	89,164	-	-
Total Operating Expenses	814,009	7,576,831	140,000	140,000
Capital Improvements	10,408,613	8,697,899	540,000	7,451,000
Maintenance Improvements	-	-	260,000	5,790,000
Transfers to Other Funds	1,686,865	1,724,000	1,824,000	1,797,000
Reserve Account	5,006,668	-	1,200,000	-
Total Estimated Requirements	$ 17,916,155	17,998,730	3,964,000	15,178,000

Budget Variance: Grant fund revenues and expenditures are appropriated by City Council when received from Federal agencies.

TOTAL ALLOCATED POSITIONS: FY 2015-16 - 0.00; FY 2016-17 - 0.00

FUNDING SOURCE: This program is funded 100% by Street Improvement Funds.

COMMUNITY DEVELOPMENT

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROGRAM
OPERATIONS SUMMARY

Program Description

This program administers the City's annual Community Development Block Grant (CDBG) entitlement from the U.S. Department of Housing and Urban Development (HUD). Grant funds are used for community projects and social services that predominantly benefit lower-income residents.

		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Amount Available for Allocation					
Estimated Revenues:					
Federal Contributions	$	472,101	567,950	574,017	574,017
Reserve Account		-	123,572	-	-
Total Available for Allocation	$	472,101	691,522	574,017	574,017
Estimated Requirements					
Operating Expenses:					
Social Service Grants	$	357,357	577,932	459,214	459,214
Administrative Costs		112,625	113,590	114,803	114,803
Total Operating Expenses		469,982	691,522	574,017	574,017
Capital Improvements		2,119	-	-	-
Total Estimated Requirements	$	472,101	691,522	574,017	574,017

Budget Variance: No material budget variances.

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CAPITAL PROJECTS AND DEBT SERVICE FUNDS

Capital Projects
Debt Service

PUBLIC WORKS

CAPITAL PROJECTS FUNDS
OPERATIONS SUMMARY

Program Description

This program accounts for capital projects funded via special funds. Examples include developer fees collected for road improvements, bridge improvements and undergrounding of utilities; capital facilities fees restricted for public facilities such as the East Valley Sheriff Station, fire stations, and the Library, as well as the Community Recreation and Open Space Endowment Fund.

		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Amount Available for Allocation					
Estimated Revenues:					
Developer Fees	$	901,350	265,800	640,700	580,000
Bedroom Tax		7,050	9,000	9,000	9,000
Private Capital Contribution		1,350	-	1,500	1,500
Miscellaneous Revenues		27,666	-	-	-
Interest Apportionment		208,878	156,900	260,700	259,200
Total Estimated Revenues		1,146,294	431,700	911,900	849,700
Transfers From Other Funds		14,615,879	220,000	220,000	220,000
Reserve Account		-	20,799,870	1,133,100	1,889,494
Total Available for Allocation	$	15,762,173	21,451,570	2,265,000	2,959,194
Estimated Requirements					
Operating Expenses:					
Maintenance and Operations	$	140,979	2,167,846	80,000	80,000
Capital Outlay		6,569	110,906	-	-
Total Operating Expenses		147,548	2,278,752	80,000	80,000
Capital Improvements		2,535,069	18,580,818	1,670,000	2,344,194
Maintenance Improvements		-	-	55,000	75,000
Transfers to Other Funds		656,223	592,000	460,000	460,000
Reserve Account		12,423,333	-	-	-
Total Estimated Requirements	$	15,762,173	21,451,570	2,265,000	2,959,194

Budget Variance: No material budget variances.

FUNDING SOURCE: This program is funded 100% by Capital Projects Funds.

FINANCE

PUBLIC FINANCING AUTHORITY FUND
OPERATIONS SUMMARY

Program Description

The Thousand Oaks Public Financing Authority (TOPFA) is a joint powers authority created pursuant to state law. TOPFA members are the City of Thousand Oaks and Thousand Oaks Redevelopment Agency. TOPFA issues debt to fund capital projects on behalf of the City of Thousand Oaks. The current debt instrument is financing improvements to the main Thousand Oaks Library.

		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Amount Available for Allocation					
Revenues	$	2,878	-	2,000	2,000
Transfers From Other Funds		1,153,685	1,160,400	1,156,000	1,152,800
Reserve Account		149	-	-	-
Total Available for Allocation	$	1,156,712	1,160,400	1,158,000	1,154,800
Estimated Requirements					
Debt Service	$	1,156,712	1,160,400	1,158,000	1,154,800
Total Estimated Requirements	$	1,156,712	1,160,400	1,158,000	1,154,800

Budget Variance: Budgeted Debt Services principal and interest payments.

HOUSING FUNDS

CITY HOUSING

CITY HOUSING FUND
OPERATIONS SUMMARY

		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Amount Available for Allocation					
Estimated Revenues:					
Rental Revenues	$	419,595	400,000	400,000	400,000
Interest Income		35,799	19,500	32,000	32,000
Other Revenue		2,019,787	141,600	234,000	234,000
Total Estimated Revenues		2,475,181	561,100	666,000	666,000
Reserve Accounts		647,589	-	33,054	42,003
Total Available for Allocation	$	3,122,770	561,100	699,054	708,003
Estimated Requirements					
Operating Expenses:					
Professional/Contractual Services	$	2,327,307	317,000	347,000	347,000
Utilities		7,838	16,332	15,000	15,000
Equipment/Building Rental		-	300	-	-
Training and Memberships		1,642	3,456	2,800	2,800
Total Operating Expenses		2,336,787	337,088	364,800	364,800
Charge Backs		191,557	111,512	206,254	215,203
Debt Service		20	-	-	-
Reserve Accounts		594,406	112,500	128,000	128,000
Total Estimated Requirements	$	3,122,770	561,100	699,054	708,003

CITY HOUSING

HOUSING TRUST FUND

City Housing Trust Funds

Program Description

The housing successor agency retains all rights, powers, duties, and obligations of the Low and Moderate Incoming Housing Fund, to carry on housing functions performed by the former Redevelopment Agency.

		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Amount Available for Allocation					
Estimated Revenues:					
Rental Revenues	$	419,595	400,000	400,000	400,000
Interest Income		11,457	15,000	12,000	12,000
Other Revenue		691,718	21,600	114,000	114,000
Total Estimated Revenues		1,122,770	436,600	526,000	526,000
Reserve Accounts		-	-	33,054	42,003
Total Available for Allocation	$	1,122,770	436,600	559,054	568,003
Estimated Requirements					
Operating Expenses:					
Professional/Contractual Services	$	327,307	305,000	335,000	335,000
Utilities		7,838	16,332	15,000	15,000
Equipment/Building Rental		-	300	-	-
Training and Memberships		1,642	3,456	2,800	2,800
Total Operating Expenses		336,787	325,088	352,800	352,800
Charge Backs		191,557	111,512	206,254	215,203
Debt Service		20	-	-	-
Reserve Accounts		594,406	-	-	-
Total Estimated Requirements	$	1,122,770	436,600	559,054	568,003

CITY HOUSING

HOUSING TRUST FUND
IN-LIEU FEES

Program Description

Affordable housing is needed for the wide variety of residents to constitute a well-balanced community. In-lieu fees refer to fees paid to communities by housing developers when affordable housing is not included on site in a particular development. This program uses these monies to provide rental subsidies, low-interest loans for downpayments, or moving assistance for affordable housing projects in collaboration with other agencies and non-profit organizations.

		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Amount Available for Allocation					
Estimated Revenues:					
Interest Income	$	24,342	4,500	20,000	20,000
Other Revenue		1,328,069	120,000	120,000	120,000
Total Estimated Revenues		1,352,411	124,500	140,000	140,000
Reserve Accounts		647,589	-	-	-
Total Available for Allocation	$	2,000,000	124,500	140,000	140,000
Estimated Requirements					
Operating Expenses:					
Professional/Contractual Services	$	2,000,000	12,000	12,000	12,000
Reserve Accounts		-	112,500	128,000	128,000
Total Estimated Requirements	$	2,000,000	124,500	140,000	140,000

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INTERNAL SERVICE FUNDS

Liability Insurance
Workers' Compensation Insurance
Vision Plan Insurance

CITYWIDE

INTERNAL SERVICE FUNDS - LIABILITY INSURANCE
OPERATIONS SUMMARY

Program Description

The purpose of the Liability Insurance Fund is to account for the cost of providing general liability coverage on a Citywide basis.

		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Amount Available for Allocation					
Estimated Revenues:					
Interest Income	$	35,824	40,000	40,000	40,000
General Fund Support		932,061	657,000	757,000	757,000
Total Estimated Revenues		967,885	697,000	797,000	797,000
Reserve Account		2,982,981	67,128	-	-
Total Available for Allocation	$	3,950,866	764,128	797,000	797,000
Estimated Requirements					
Operating Expenses:					
Management Fees	$	29,812	50,188	40,000	40,000
General Liability Claims/Admin.		3,685,081	456,940	500,000	500,000
General Liability Insurance Premium		235,974	257,000	257,000	257,000
Other Expenses		(1)	-	-	-
Total Operating Expenses		3,950,866	764,128	797,000	797,000
Total Estimated Requirements	$	3,950,866	764,128	797,000	797,000

Budget Variance: No material budget variances.

CITYWIDE

INTERNAL SERVICE FUNDS - WORKERS' COMPENSATION
OPERATIONS SUMMARY

Program Description

The purpose of the Workers' Compensation Insurance Fund is to account for the cost of providing workers' compensation coverage on a Citywide basis.

		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Amount Available for Allocation					
Estimated Revenues:					
Fund Allocation	$	59,920	480,000	480,000	480,000
Reserve Account		901,869	-	-	-
Total Available for Allocation	$	961,789	480,000	480,000	480,000
Estimated Requirements					
Operating Expenses:					
Management Fees	$	51,979	60,000	60,000	60,000
Workers' Comp. Claims		805,023	300,000	300,000	300,000
Workers' Comp. Premium		104,787	120,000	120,000	120,000
Total Operating Expenses		961,789	480,000	480,000	480,000
Total Estimated Requirements	$	961,789	480,000	480,000	480,000

Budget Variance: No material budget variances.

CITYWIDE

INTERNAL SERVICE FUNDS - VISION PLAN
OPERATIONS SUMMARY

Program Description

The purpose of the Vision Insurance Fund is to account for the cost of providing vision coverage for City employees.

		Prior Year Actual 2013-2014	Revised Budget 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017
Amount Available for Allocation					
Estimated Revenues:					
Fund Allocation	$	47,524	59,000	59,000	59,000
Total Available for Allocation	$	47,524	59,000	59,000	59,000
Estimated Requirements					
Operating Expenses:					
Management Fees	$	6,865	9,000	9,000	9,000
Vision Care		37,935	50,000	50,000	50,000
Total Operating Expenses		44,800	59,000	59,000	59,000
Reserve Account		2,724	-	-	-
Total Estimated Requirements	$	47,524	59,000	59,000	59,000

Budget Variance: No material budget variances.

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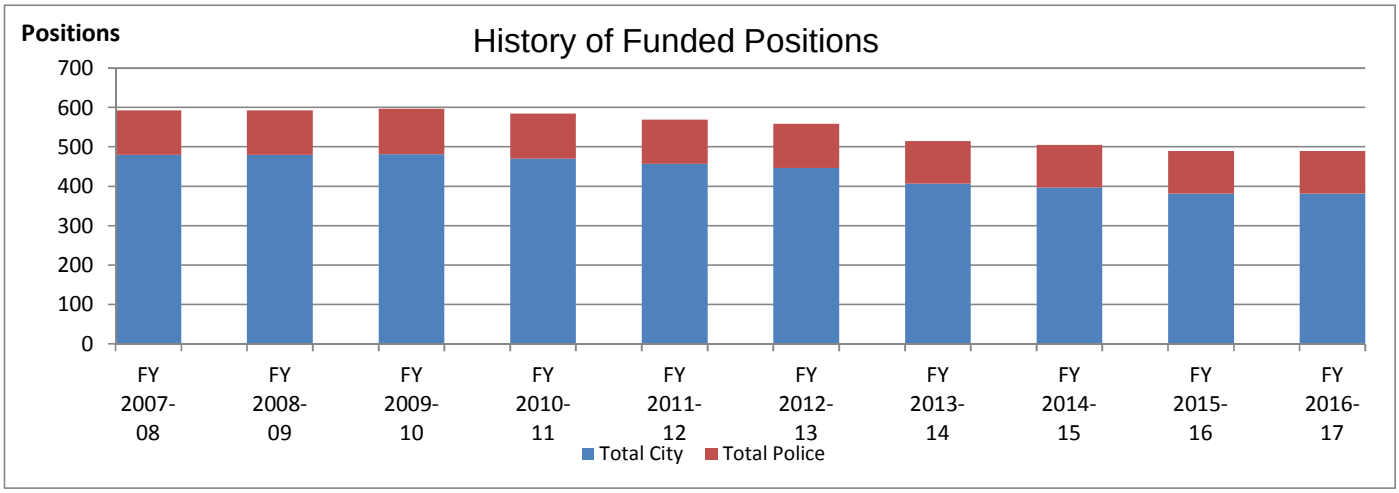
HISTORY & DETAIL OF FUNDED POSITIONS

HISTORY OF FUNDED POSITIONS

2007-08 TO 2016-17

Department	07-08	08-09	09-10	10-11	11-12	12-13	13-14	Revised 14-15	15-16	16-17
City Attorney	6	6	6	6	6	5	5	5	5	5
City Clerk	9	9	8	8	8	7	7	7	7	7
City Manager	13	13	11	11	15	14	13	13	14	14
Human Resources	9	9	9	9	8	7	7	7	8	8
Community Services*	-	-	-	-	-	-	1	1	1	1
Cultural Affairs	25	24	23	23	15	16	14	14	14	14
Community Dev.	76	75	71	71	57	51	47	47	48	48
Finance	59	56	55	53	51	49	48	48	55	55
Library	69	66	64	60	49	49	46	46	44	44
Public Works	216	212	210	206	198	199	193	193	185	185
Total City	482	470	457	447	407	397	381	381	381	381
Police										
Sworn	96	96	94	94	93	93	93	93	93	93
Non-Sworn	17	17	16	16	15	15	15	15	15	15
City Support Position	2	2	2	2	1	1	0	0	0	0
Total Police	115	115	112	112	109	109	108	108	108	108
Total Funded Positions	597	585	569	559	516	506	489	489	489	489
City Population (in 1,000's) (Source: Dept. of Finance)	128	129	129	130	128	n/a	n/a	n/a	n/a	n/a



*Senior and Teen Center separated from Cultural Affairs (Reports to Library).

POSITION SUMMARY BY FUND

GENERAL FUND
CITY COUNCIL

PROGRAM	FY 2015-16 POSITIONS	FY 2016-17 POSITIONS	TITLE
CITY COUNCIL	5.00	5.00	CITY COUNCIL MEMBER
TOTAL CITY COUNCIL	**5.00**	**5.00**	

POSITION SUMMARY BY FUND

GENERAL FUND
CITY MANAGER

PROGRAM	FY 2015-16 POSITIONS	FY 2016-17 POSITIONS	TITLE
ADMINISTRATION	1.00	1.00	ACCTG/CUSTOMER SERVICE REP
ADMINISTRATION	0.80	0.80	ASSISTANT CITY MANAGER
ADMINISTRATION	0.30	0.30	ASSISTANT TO THE CITY MANAGER
ADMINISTRATION	0.80	0.80	CITY MANAGER
ADMINISTRATION	1.00	1.00	EXECUTIVE ASSISTANT
ADMINISTRATION	1.00	1.00	EXECUTIVE SECRETARY
ADMINISTRATION	0.75	0.75	OFFICE SUPERVISOR
ADMINISTRATION	0.30	0.30	SPECIAL PROJECTS/PROGS COORD
TOTAL ADMINISTRATION	**5.95**	**5.95**	
ECONOMIC DEVELOPMENT	1.00	1.00	ECONOMIC DEVELOPMENT MANAGER
ECONOMIC DEVELOPMENT	0.25	0.25	OFFICE SUPERVISOR
TOTAL ECONOMIC DEVELOPMENT	**1.25**	**1.25**	
LEGISLATIVE	0.20	0.20	ASSISTANT CITY MANAGER
LEGISLATIVE	0.20	0.20	CITY MANAGER
LEGISLATIVE	0.70	0.70	SPECIAL PROJECTS/PROGS COORD
TOTAL LEGISLATIVE	**1.10**	**1.10**	
PUBLIC INFORMATION	0.70	0.70	ASSISTANT TO THE CITY MANAGER
PUBLIC INFORMATION	2.00	2.00	COMMUNICATIONS/MKTG ANALYST
TOTAL PUBLIC INFORMATION	**2.70**	**2.70**	
TOTV/CABLE SERVICES	1.00	1.00	CABLE OPERATIONS SUPERVISOR
TOTV/CABLE SERVICES	2.00	2.00	SR VIDEO PRODUCTION SPECIALIST
TOTAL TOTV/CABLE SERVICES	**3.00**	**3.00**	
TOTAL CITY MANAGER	**14.00**	**14.00**	

POSITION SUMMARY BY FUND

GENERAL FUND
HUMAN RESOURCES

PROGRAM	FY 2015-16 POSITIONS	FY 2016-17 POSITIONS	TITLE
ADMINISTRATION	0.85	0.85	ASSISTANT HR ANALYST
ADMINISTRATION	2.00	2.00	ASSOCIATE HR ANALYST
ADMINISTRATION	0.80	0.80	DEPT DIRECTOR/DEPUTY CITY MGR
TOTAL HUMAN RESOURCES	**3.65**	**3.65**	
RISK MANAGEMENT	0.15	0.15	ASSISTANT HR ANALYST
RISK MANAGEMENT	0.50	0.50	ASSOCIATE ANALYST
RISK MANAGEMENT	1.00	1.00	ASSOCIATE HR ANALYST
RISK MANAGEMENT	0.20	0.20	DEPT DIRECTOR/DEPUTY CITY MGR
RISK MANAGEMENT	1.00	1.00	DEPUTY HR DIRECTOR/RISK MGR
TOTAL RISK MANAGEMENT	**2.85**	**2.85**	
VOLUNTEER PROGRAM	1.00	1.00	ASSISTANT HR ANALYST
TOTAL VOLUNTEER PROGRAM	**1.00**	**1.00**	
TOTAL HUMAN RESOURCES	**7.50**	**7.50**	

POSITION SUMMARY BY FUND

GENERAL FUND
CITY ATTORNEY

PROGRAM	FY 2015-16 POSITIONS	FY 2016-17 POSITIONS	TITLE
ADMINISTRATION	2.00	2.00	ASSISTANT CITY ATTORNEY
ADMINISTRATION	0.60	0.60	CITY ATTORNEY
ADMINISTRATION	0.85	0.85	SR LEGAL SECRETARY
TOTAL ADMINISTRATION	**3.45**	**3.45**	
CODE COMPLIANCE	0.35	0.35	ASSISTANT CITY ATTORNEY
CODE COMPLIANCE	0.05	0.05	CITY ATTORNEY
CODE COMPLIANCE	0.10	0.10	SR LEGAL SECRETARY
TOTAL CODE COMPLIANCE	**0.50**	**0.50**	
PLANNING SUPPORT	0.65	0.65	ASSISTANT CITY ATTORNEY
PLANNING SUPPORT	0.35	0.35	CITY ATTORNEY
PLANNING SUPPORT	0.05	0.05	SR LEGAL SECRETARY
TOTAL PLANNING SUPPORT	**1.05**	**1.05**	
TOTAL CITY ATTORNEY	**5.00**	**5.00**	

POSITION SUMMARY BY FUND

GENERAL FUND
CITY CLERK

PROGRAM	FY 2015-16 POSITIONS	FY 2016-17 POSITIONS	TITLE
ADMINISTRATION	1.00	1.00	ASSISTANT ANALYST
ADMINISTRATION	0.75	0.75	CITY CLERK
ADMINISTRATION	0.50	0.50	DEPUTY CITY CLERK
ADMINISTRATION	0.80	0.80	EXECUTIVE SECRETARY
ADMINISTRATION	0.90	0.90	SR RECORDING SECRETARY
ADMINISTRATION	0.10	0.10	SR RECORDS MANAGEMENT SPEC
TOTAL ADMINISTRATION	**4.05**	**4.05**	
RECORDS MANAGEMENT	1.00	1.00	ASSISTANT ANALYST
RECORDS MANAGEMENT	0.25	0.25	CITY CLERK
RECORDS MANAGEMENT	0.50	0.50	DEPUTY CITY CLERK
RECORDS MANAGEMENT	0.20	0.20	EXECUTIVE SECRETARY
RECORDS MANAGEMENT	0.10	0.10	SR RECORDING SECRETARY
RECORDS MANAGEMENT	0.90	0.90	SR RECORDS MANAGEMENT SPEC
TOTAL RECORDS MANAGEMENT	**2.95**	**2.95**	
TOTAL CITY CLERK	**7.00**	**7.00**	

POSITION SUMMARY BY FUND

GENERAL FUND
FINANCE DEPARTMENT

PROGRAM	FY 2015-16 POSITIONS	FY 2016-17 POSITIONS	TITLE
ADMINISTRATION	1.00	1.00	ASSOCIATE ANALYST
ADMINISTRATION	1.00	1.00	BUDGET OFFICER
ADMINISTRATION	1.00	1.00	CITY AUDITOR
ADMINISTRATION	0.25	0.25	DEBT & INVESTMENT ANALYST
ADMINISTRATION	1.00	1.00	DEPUTY FINANCE DIRECTOR
ADMINISTRATION	1.00	1.00	FINANCE DIRECTOR
ADMINISTRATION	1.00	1.00	OFFICE SUPERVISOR
ADMINISTRATION	1.00	1.00	SR ADMINISTRATIVE SECRETARY
TOTAL ADMINISTRATION	**7.25**	**7.25**	
ACCOUNTING	1.00	1.00	ACCOUNTANT
ACCOUNTING	1.00	1.00	ACCOUNTING MANAGER
ACCOUNTING	1.00	1.00	ACCOUNTING SPECIALIST
ACCOUNTING	2.00	2.00	ACCTG/CUSTOMER SERVICE REP
ACCOUNTING	2.00	2.00	SR ACCOUNTANT
ACCOUNTING	1.00	1.00	SR FINANCIAL ANALYST
TOTAL ACCOUNTING	**8.00**	**8.00**	
BUSINESS MANAGEMENT	3.00	3.00	ACCOUNTING SPECIALIST
TOTAL BUSINESS MANAGEMENT	**3.00**	**3.00**	
FIN TREASURY	0.40	0.40	DEBT & INVESTMENT ANALYST
DEBT SERVICE ADMIN.	0.35	0.35	DEBT & INVESTMENT ANALYST
TOTAL TREASURY & DEBT SERVICE ADMIN.	**0.75**	**0.75**	
PUBLIC SERVICE/REVENUE COLLECTION	2.00	2.00	ACCOUNTING SPECIALIST
PUBLIC SERVICE/REVENUE COLLECTION	5.00	5.00	ACCTG/CUSTOMER SERVICE REP
PUBLIC SERVICE/REVENUE COLLECTION	1.00	1.00	REVENUE OPERATIONS MANAGER
PUBLIC SERVICE/REVENUE COLLECTION	1.00	1.00	REVENUE OPERATIONS SUPERVISOR
PUBLIC SERVICE/REVENUE COLLECTION	1.00	1.00	TREASURY ASSISTANT
TOTAL PUBLIC SERVICE/REV. COLLECTION	**10.00**	**10.00**	

POSITION SUMMARY BY FUND

GENERAL FUND
FINANCE DEPARTMENT

PROGRAM	FY 2015-16 POSITIONS	FY 2016-17 POSITIONS	TITLE
INFORMATION TECHNOLOGY	1.00	1.00	INFO TECHNOLOGY ANALYST I
INFORMATION TECHNOLOGY	3.00	3.00	INFO TECHNOLOGY ANALYST II
INFORMATION TECHNOLOGY	2.00	2.00	INFO TECHNOLOGY ANALYST III
INFORMATION TECHNOLOGY	1.00	1.00	INFO TECHNOLOGY MANAGER
INFORMATION TECHNOLOGY	1.00	1.00	INFO TECHNOLOGY SUPERVISOR
INFORMATION TECHNOLOGY	3.00	3.00	SR INFO TECHNOLOGY TECH
TOTAL INFORMATION TECHNOLOGY	**11.00**	**11.00**	
GENERAL SERVICES	1.00	1.00	ASSOCIATE ANALYST
GENERAL SERVICES	1.00	1.00	PRINTSHOP TECHNICIAN
GENERAL SERVICES	1.00	1.00	SR PRINTSHOP TECH
GENERAL SERVICES	1.00	1.00	SR PURCHASING SPECIALIST
TOTAL GENERAL SERVICES	**4.00**	**4.00**	
FACILITY MAINTENANCE	1.00	1.00	ASSISTANT ANALYST
FACILITY MAINTENANCE	3.00	3.00	BUILDING MAINTENANCE TECH II
FACILITY MAINTENANCE	0.95	0.95	CUSTODIAL CREWLEADER
FACILITY MAINTENANCE	1.00	1.00	CUSTODIAN
FACILITY MAINTENANCE	1.00	1.00	FACILITIES MANAGER
FACILITY MAINTENANCE	1.00	1.00	FACILITIES MNT SUPERVISOR
FACILITY MAINTENANCE	3.00	3.00	SR BLDG MAINTENANCE TECHNICIAN
TOTAL FACILITY MAINTENANCE	**10.95**	**10.95**	
TOTAL FINANCE	**54.95**	**54.95**	

POSITION SUMMARY BY FUND

GENERAL FUND
COMMUNITY DEVELOPMENT

PROGRAM	FY 2015-16 POSITIONS	FY 2016-17 POSITIONS	TITLE
ADMINISTRATION	0.25	0.25	BLDG OFFICIAL/DEP DIR COMM DEV
ADMINISTRATION	0.30	0.30	COMMMUNITY DEVEL DIRECTOR
ADMINISTRATION	0.10	0.10	DEPUTY COMM DEV DIR/CITY PLNR
ADMINISTRATION	0.10	0.10	HOUSING COORDINATOR
ADMINISTRATION	0.50	0.50	OFFICE SUPERVISOR
ADMINISTRATION	0.45	0.45	SR ADMINISTRATIVE SECRETARY
ADMINISTRATION	0.25	0.25	SR ANALYST
ADMINISTRATION	0.10	0.10	SR RECORDING SECRETARY
TOTAL ADMINISTRATION	**2.05**	**2.05**	
ANIMAL CONTROL	0.05	0.05	CODE COMPLIANCE MANAGER
ANIMAL CONTROL	0.05	0.05	CODE COMPLIANCE OFFICER II
ANIMAL CONTROL	0.10	0.10	CUSTOMER SERVICE REP
TOTAL ANIMAL CONTROL	**0.20**	**0.20**	
PLANNING COMMISSION	0.05	0.05	DEPUTY COMM DEV DIR/CITY PLNR
PLANNING COMMISSION	5.00	5.00	PLANNING COMMISSIONER
PLANNING COMMISSION	0.05	0.05	SR ADMINISTRATIVE SECRETARY
PLANNING COMMISSION	0.45	0.45	SR RECORDING SECRETARY
TOTAL PLANNING COMMISSION	**5.55**	**5.55**	
DEVELOPMENT SERVICES	0.05	0.05	ADMINISTRATIVE CLERK II
DEVELOPMENT SERVICES	0.30	0.30	ASSISTANT PLANNER
DEVELOPMENT SERVICES	1.10	1.10	ASSOCIATE PLANNER
DEVELOPMENT SERVICES	0.20	0.20	COMMUNITY DEVEL DIRECTOR
DEVELOPMENT SERVICES	0.05	0.05	COSCA MANAGER
DEVELOPMENT SERVICES	0.30	0.30	DEPUTY COMM DEV DIR/CITY PLNR
DEVELOPMENT SERVICES	0.20	0.20	OFFICE SUPERVISOR
DEVELOPMENT SERVICES	0.15	0.15	PERMIT PROCESS MANAGER
DEVELOPMENT SERVICES	0.95	0.95	PLANNING DIVISION MANAGER
DEVELOPMENT SERVICES	0.45	0.45	SR ADMINISTRATIVE SECRETARY
DEVELOPMENT SERVICES	2.80	2.80	SR PLANNER
DEVELOPMENT SERVICES	0.20	0.20	SR RECORDING SECRETARY
TOTAL DEVELOPMENT SERVICES	**6.75**	**6.75**	

POSITION SUMMARY BY FUND

GENERAL FUND
COMMUNITY DEVELOPMENT

PROGRAM	FY 2015-16 POSITIONS	FY 2016-17 POSITIONS	TITLE
PUBLIC SERVICES	0.05	0.05	ADMINISTRATIVE CLERK II
PUBLIC SERVICES	1.50	1.50	ASSISTANT PLANNER
PUBLIC SERVICES	0.75	0.75	ASSOCIATE PLANNER
PUBLIC SERVICES	0.10	0.10	BLDG OFFICIAL/DEP DIR COMM DEV
PUBLIC SERVICES	0.10	0.10	COMMUNITY DEVEL DIRECTOR
PUBLIC SERVICES	2.10	2.10	COMMUNITY DEVELOPMENT TECH II
PUBLIC SERVICES	0.50	0.50	CUSTOMER SERVICE REP
PUBLIC SERVICES	0.05	0.05	DEPUTY COMM DEV DIR/CITY PLNR
PUBLIC SERVICES	0.15	0.15	OFFICE SUPERVISOR
PUBLIC SERVICES	0.80	0.80	PERMIT PROCESS MANAGER
PUBLIC SERVICES	0.10	0.10	PLAN CHECK SUPERVISOR
PUBLIC SERVICES	0.05	0.05	PLANNING DIVISION MANAGER
PUBLIC SERVICES	0.25	0.25	SR ADMINISTRATIVE SECRETARY
PUBLIC SERVICES	0.95	0.95	SR PLANNER
PUBLIC SERVICES	0.05	0.05	SR RECORDING SECRETARY
TOTAL PUBLIC SERVICES	**7.50**	**7.50**	
COSCA	0.10	0.10	COMMUNITY DEVEL DIRECTOR
COSCA	0.95	0.95	COSCA MANAGER
COSCA	0.10	0.10	DEPUTY COMM DEV DIR/CITY PLNR
COSCA	0.05	0.05	SR ADMINISTRATIVE SECRETARY
COSCA	0.05	0.05	SR PLANNER
COSCA	0.05	0.05	SR RECORDING SECRETARY
TOTAL COSCA	**1.30**	**1.30**	
ENVIRONMENTAL SERVICES	0.10	0.10	DEPUTY COMM DEV DIR/CITY PLNR
ENVIRONMENTAL SERVICES	0.80	0.80	SR PLANNER
TOTAL ENVIRONMENTAL SERVICES	**0.90**	**0.90**	
GENERAL PLANNING	0.05	0.05	COMMUNITY DEVEL DIRECTOR
GENERAL PLANNING	0.20	0.20	DEPUTY COMM DEV DIR/CITY PLNR
GENERAL PLANNING	1.10	1.10	SR PLANNER
GENERAL PLANNING	0.05	0.05	SR RECORDING SECRETARY
TOTAL GENERAL PLANNING	**1.40**	**1.40**	

POSITION SUMMARY BY FUND

GENERAL FUND
COMMUNITY DEVELOPMENT

PROGRAM	FY 2015-16 POSITIONS	FY 2016-17 POSITIONS	TITLE
BUILDING SERVICES	0.90	0.90	ADMINISTRATIVE CLERK II
BUILDING SERVICES	0.20	0.20	ASSISTANT PLANNER
BUILDING SERVICES	0.15	0.15	ASSOCIATE PLANNER
BUILDING SERVICES	0.55	0.55	BLDG OFFICIAL/DEP DIR COMM DEV
BUILDING SERVICES	1.00	1.00	BUILDING INSPECTION SUPV
BUILDING SERVICES	4.00	4.00	COMBINATION BLDG INSPECTOR II
BUILDING SERVICES	0.05	0.05	COMMUNITY DEVEL DIRECTOR
BUILDING SERVICES	3.90	3.90	COMMUNITY DEVELOPMENT TECH II
BUILDING SERVICES	0.50	0.50	CUSTOMER SERVICE REP
BUILDING SERVICES	0.10	0.10	OFFICE SUPERVISOR
BUILDING SERVICES	0.05	0.05	PERMIT PROCESS MANAGER
BUILDING SERVICES	1.00	1.00	PLAN CHECK ASSISTANT
BUILDING SERVICES	2.00	2.00	PLAN CHECK ASSOCIATE
BUILDING SERVICES	1.90	1.90	PLAN CHECK SUPERVISOR
BUILDING SERVICES	0.45	0.45	SR ADMINISTRATIVE SECRETARY
BUILDING SERVICES	2.00	2.00	SR COMBINATION BLDG INSPECTOR
BUILDING SERVICES	0.25	0.25	SR PLANNER
BUILDING SERVICES	0.10	0.10	SR RECORDING SECRETARY
TOTAL BUILDING SERVICES	**19.10**	**19.10**	
CODE COMPLIANCE	0.10	0.10	BLDG OFFICIAL/DEP DIR COMM DEV
CODE COMPLIANCE	0.95	0.95	CODE COMPLIANCE MANAGER
CODE COMPLIANCE	3.95	3.95	CODE COMPLIANCE OFFICER II
CODE COMPLIANCE	0.10	0.10	COMMUNITY DEVEL DIRECTOR
CODE COMPLIANCE	0.90	0.90	CUSTOMER SERVICE REP
TOTAL CODE COMPLIANCE	**6.00**	**6.00**	
CDBG	0.05	0.05	HOUSING COORDINATOR
CDBG	0.10	0.10	SR ADMINISTRATIVE SECRETARY
CDBG	0.55	0.55	SR ANALYST
CDBG	0.05	0.05	SR PLANNER
TOTAL CDBG	**0.75**	**0.75**	
TOTAL COMMUNITY DEVELOPMENT	**51.50**	**51.50**	

POSITION SUMMARY BY FUND

GENERAL FUND
CULTURAL AFFAIRS

PROGRAM	FY 2015-16 POSITIONS	FY 2016-17 POSITIONS	TITLE
THEATRES - ART SERVICES/SPECIAL PROJ.	0.25	0.25	COMMUNICATIONS & MARKETING ASSOCIAT
THEATRES - ART SERVICES/SPECIAL PROJ.	0.30	0.30	CULTURAL AFFAIRS DIRECTOR
THEATRES - ART SERVICES/SPECIAL PROJ.	0.05	0.05	CUSTODIAL CREW LEADER
THEATRES - ART SERVICES/SPECIAL PROJ.	0.20	0.20	EXECUTIVE SECRETARY
THEATRES - ART SERVICES/SPECIAL PROJ.	0.50	0.50	THEATRES GENERAL MANAGER
THEATRES - ART SERVICES/SPECIAL PROJ.	0.20	0.20	SR THEATRE WORKER
TOTAL THEATRES - ART SRVS/SPECIAL PROJ.	**1.50**	**1.50**	
TOTAL CULTURAL SERVICES	**1.50**	**1.50**	

GENERAL FUND
COMMUNITY SERVICES

PROGRAM	FY 2015-16 POSITIONS	FY 2016-17 POSITIONS	TITLE
SENIOR SERVICES	0.50	0.50	ASSOCIATE ANALYST
TOTAL SENIOR SERVICES	**0.50**	**0.50**	
TEEN SERVICES	0.50	0.50	ASSOCIATE ANALYST
TOTAL TEEN SERVICES	**0.50**	**0.50**	
TOTAL COMMUNITY SERVICES	**1.00**	**1.00**	

POSITION SUMMARY BY FUND

GENERAL FUND
PUBLIC WORKS

PROGRAM	FY 2015-16 POSITIONS	FY 2016-17 POSITIONS	TITLE
ADMINISTRATION	0.50	0.50	ADMINISTRATIVE CLERK II
ADMINISTRATION	0.50	0.50	ADMINISTRATIVE SECRETARY
ADMINISTRATION	0.30	0.30	ASSOCIATE ANALYST
ADMINISTRATION	0.40	0.40	DEPUTY PUBLIC WORKS DIRECTOR/CITY EN
ADMINISTRATION	0.45	0.45	DISASTER SERVICES CO-ORDINATOR
ADMINISTRATION	0.50	0.50	OFFICE SUPERVISOR
ADMINISTRATION	0.50	0.50	PUBLIC WORKS DIRECTOR
ADMINISTRATION	0.45	0.45	SR ADMINISTRATIVE SECRETARY
ADMINISTRATION	0.10	0.10	SR ANALYST
TOTAL ADMINISTRATION	**3.70**	**3.70**	
EMERGENCY PREPAREDNESS	0.25	0.25	DISASTER SERVICES CO-ORDINATOR
TOTAL EMERGENCY PREPAREDNESS	**0.25**	**0.25**	
ENGINEERING SERVICES	0.50	0.50	ADMINISTRATIVE SECRETARY
ENGINEERING SERVICES	0.10	0.10	ASSOCIATE ENGINEER
ENGINEERING SERVICES	0.50	0.50	CONSTRUCTION INSPECTION SUPV
ENGINEERING SERVICES	1.80	1.80	CONSTRUCTION INSPECTOR
ENGINEERING SERVICES	1.00	1.00	ENGINEERING ASSISTANT
ENGINEERING SERVICES	1.65	1.65	ENGINEERING ASSOCIATE
ENGINEERING SERVICES	0.80	0.80	ENGINEERING DIVISION MANAGER
ENGINEERING SERVICES	0.80	0.80	ENGINEERING TECHNICIAN II
ENGINEERING SERVICES	0.15	0.15	GIS SPECIALIST
ENGINEERING SERVICES	0.35	0.35	PLAN CHECK ASSISTANT
ENGINEERING SERVICES	2.10	2.10	SR ENGINEER
TOTAL ENGINEERING SERVICES	**9.75**	**9.75**	

POSITION SUMMARY BY FUND

GENERAL FUND
PUBLIC WORKS

PROGRAM	FY 2015-16 POSITIONS	FY 2016-17 POSITIONS	TITLE
TRAFFIC ENGINEERING SERVICES	0.30	0.30	ASSOCIATE ENGINEER
TRAFFIC ENGINEERING SERVICES	0.90	0.90	DEPUTY PW DIRECTOR/OPERATIONS
TRAFFIC ENGINEERING SERVICES	2.00	2.00	ENGINEERING ASSISTANT
TRAFFIC ENGINEERING SERVICES	1.00	1.00	ENGINEERING ASSOCIATE
TRAFFIC ENGINEERING SERVICES	0.85	0.85	SR ENGINEER
TOTAL TRAFFIC ENGINEERING SERVICES	**5.05**	**5.05**	
TRAFFIC & TRANSPORTATION ADV. COMM.	0.05	0.05	DEPUTY PUBLIC WORKS DIRECTOR/CITY EN
TRAFFIC & TRANSPORTATION ADV. COMM.	0.10	0.10	DEPUTY PW DIRECTOR/OPERATIONS
TRAFFIC & TRANSPORTATION ADV. COMM.	0.20	0.20	SR ADMINISTRATIVE SECRETARY
TRAFFIC & TRANSPORTATION ADV. COMM.	0.10	0.10	SR ENGINEER
TOTAL TRAFFIC & TRANSPORTATION ADV. COMM.	**0.45**	**0.45**	
FLEET SERVICES	0.50	0.50	FLEET SERVICES SUPERVISOR
FLEET SERVICES	1.00	1.00	FLEET TECH ASSISTANT
FLEET SERVICES	1.00	1.00	FLEET TECH CREW LEADER
FLEET SERVICES	7.00	7.00	FLEET TECH II
FLEET SERVICES	1.00	1.00	FLEET TECH WELDER II
FLEET SERVICES	1.00	1.00	PURCHASING SPECIALIST II
TOTAL FLEET SERVICES	**11.50**	**11.50**	
LIGHT LANDSCAPE MAINT	1.00	1.00	ASSOCIATE ANALYST
LIGHT LANDSCAPE MAINT	3.25	3.25	LANDSCAPE MTN CREW LEADER
LIGHT LANDSCAPE MAINT	0.50	0.50	LANDSCAPE MTN SUPERVISOR
LIGHT LANDSCAPE MAINT	13.00	13.00	LANDSCAPE MTN WORKER II
LIGHT LANDSCAPE MAINT	1.00	1.00	STREET MTN WORKER II
TOTAL LIGHT LANDSCAPE MAINT	**18.75**	**18.75**	
ROADS	3.00	3.00	HEAVY EQUIPMENT OPERATOR
ROADS	3.55	3.55	STREET MAINTENANCE CREWLEADER
ROADS	0.90	0.90	STREET MAINTENANCE SUPERVISOR
ROADS	20.00	20.00	STREET MTN WORKER II
ROADS	1.00	1.00	STREET SWEEPER OPERATOR
TOTAL ROADS	**28.45**	**28.45**	

POSITION SUMMARY BY FUND

GENERAL FUND
PUBLIC WORKS

PROGRAM	FY 2015-16 POSITIONS	FY 2016-17 POSITIONS	TITLE
MUNICIPAL SERVICE CENTER	0.50	0.50	ADMINISTRATIVE CLERK II
MUNICIPAL SERVICE CENTER	0.75	0.75	ADMINISTRATIVE SECRETARY
MUNICIPAL SERVICE CENTER	0.13	0.13	ASSOCIATE ANALYST
MUNICIPAL SERVICE CENTER	0.30	0.30	FLEET SERVICES SUPERVISOR
MUNICIPAL SERVICE CENTER	0.40	0.40	PUBLIC WORKS SUPERINTENDENT
MUNICIPAL SERVICE CENTER	0.50	0.50	PURCHASING SPECIALIST II
MUNICIPAL SERVICE CENTER	0.50	0.50	SR BUILDING MAINTENANCE TECH
MUNICIPAL SERVICE CENTER	0.40	0.40	SR INFO TECHNOLOGY TECH
MUNICIPAL SERVICE CENTER	0.50	0.50	SR PURCHASING SPECIALIST
TOTAL MUNICIPAL SERVICE CENTER	**3.98**	**3.98**	
STORM DRAIN MAINTENANCE	0.45	0.45	STREET MAINTENANCE CREWLEADER
STORM DRAIN MAINTENANCE	0.10	0.10	STREET MAINTENANCE SUPERVISOR
TOTAL STORM DRAIN MAINTENANCE	**0.55**	**0.55**	
TOTAL PUBLIC WORKS	**82.43**	**82.43**	
TOTAL GENERAL FUND	**229.88**	**229.88**	

POSITION SUMMARY BY FUND

WATER FUND
PUBLIC WORKS

PROGRAM	FY 2015-16 POSITIONS	FY 2016-17 POSITIONS	TITLE
ADMINISTRATION	0.25	0.25	ADMINSTRATIVE CLERK II
ADMINISTRATION	0.25	0.25	ADMINISTRATIVE SECRETARY
ADMINISTRATION	0.30	0.30	ASSOCIATE ANALYST
ADMINISTRATION	0.25	0.25	DEPUTY PUBLIC WORKS DIRECTOR/CITY EN
ADMINISTRATION	0.15	0.15	DISASTER SERVICE CO-ORDINATOR
ADMINISTRATION	0.25	0.25	OFFICE SUPERVISOR
ADMINISTRATION	0.15	0.15	PUBLIC WORKS DIRECTOR
ADMINISTRATION	0.15	0.15	SR ADMINISTRATIVE SECRETARY
TOTAL ADMINISTRATION	**1.75**	**1.75**	
ENGINEERING SERVICES	0.80	0.80	ASSOCIATE ENGINEER
ENGINEERING SERVICES	0.25	0.25	ADMINISTRATIVE SECRETARY
ENGINEERING SERVICES	0.20	0.20	CONSTRUCTION INSPECTION SUPV
ENGINEERING SERVICES	0.95	0.95	CONSTRUCTION INSPECTOR
ENGINEERING SERVICES	1.05	1.05	ENGINEERING ASSISTANT
ENGINEERING SERVICES	0.65	0.65	ENGINEERING ASSOCIATE
ENGINEERING SERVICES	0.45	0.45	ENGINEERING DIVISION MANAGER
ENGINEERING SERVICES	1.85	1.85	ENGINEERING TECHNICIAN II
ENGINEERING SERVICES	0.30	0.30	GIS SPECIALIST
ENGINEERING SERVICES	0.30	0.30	PLAN CHECK ASSISTANT
ENGINEERING SERVICES	1.20	1.20	SR ENGINEER
TOTAL ENGINEERING SERVICES	**8.00**	**8.00**	

POSITION SUMMARY BY FUND

WATER FUND
PUBLIC WORKS

PROGRAM	FY 2015-16 POSITIONS	FY 2016-17 POSITIONS	TITLE
MUNICIPAL SERVICE CENTER	0.25	0.25	ADMINISTRATIVE CLERK II
MUNICIPAL SERVICE CENTER	0.50	0.50	ADMINISTRATIVE SECRETARY
MUNICIPAL SERVICE CENTER	0.06	0.06	ASSOCIATE ANALYST
MUNICIPAL SERVICE CENTER	0.10	0.10	FLEET SERVICES SUPERVISOR
MUNICIPAL SERVICE CENTER	0.25	0.25	PUBLIC WORKS SUPERINTENDENT
MUNICIPAL SERVICE CENTER	0.25	0.25	PURCHASING SPECIALIST II
MUNICIPAL SERVICE CENTER	0.25	0.25	SR BUILDING MAINTENANCE TECH
MUNICIPAL SERVICE CENTER	0.30	0.30	SR INFO TECHNOLOGY TECH
MUNICIPAL SERVICE CENTER	0.25	0.25	SR PURCHASING SPECIALIST
TOTAL MUNICIPAL SERVICE CENTER	**2.21**	**2.21**	
CONSERVATION	0.35	0.35	ENVIRONMENTAL DIVISION MANAGER
TOTAL CONSERVATION	**0.35**	**0.35**	
STORAGE & DISTRIBUTION	2.00	2.00	FIELD SERVICE REPRESENTATIVE
STORAGE & DISTRIBUTION	0.65	0.65	INSTRUMENTATION & ELEC TECH
STORAGE & DISTRIBUTION	1.00	1.00	UTILITIES EQUIPMENT OPERATOR
STORAGE & DISTRIBUTION	1.90	1.90	UTILITIES MTN CREW LEADER
STORAGE & DISTRIBUTION	1.00	1.00	UTILITIES MTN SUPERVISOR
STORAGE & DISTRIBUTION	9.00	9.00	UTILITIES MTN WORKER II
STORAGE & DISTRIBUTION	0.90	0.90	WATER SYSTEMS OPERATOR
TOTAL STORAGE & DISTRIBUTION	**16.45**	**16.45**	
GROUNDWATER	0.10	0.10	INSTRUMENTATION & ELEC TECH
GROUNDWATER	0.10	0.10	UTILITIES MTN CREW LEADER
GROUNDWATER	0.10	0.10	WATER SYSTEMS OPERATOR
TOTAL GROUNDWATER	**0.30**	**0.30**	

POSITION SUMMARY BY FUND

WATER FUND
PUBLIC WORKS

PROGRAM	FY 2015-16 POSITIONS	FY 2016-17 POSITIONS	TITLE
QUALITY ASSURANCE	0.20	0.20	ENVIRONMENTAL DIVISION MANAGER
QUALITY ASSURANCE	0.35	0.35	ENVIRONMENTAL PROG COORD
QUALITY ASSURANCE	0.20	0.20	ENVIRONMENTAL PROG INSP II
QUALITY ASSURANCE	0.10	0.10	SR ENVIRONMENTAL PROG INSP
TOTAL QUALITY ASSURANCE	**0.85**	**0.85**	
TOTAL WATER	**29.91**	**29.91**	

POSITION SUMMARY BY FUND

WASTEWATER FUND
PUBLIC WORKS

PROGRAM	FY 2015-16 POSITIONS	FY 2016-17 POSITIONS	TITLE
ADMINISTRATION	0.20	0.20	ADMINISTRATIVE CLERK II
ADMINISTRATION	0.20	0.20	ADMINISTRATIVE SECRETARY
ADMINISTRATION	0.35	0.35	ASSOCIATE ANALYST
ADMINISTRATION	0.25	0.25	DEPUTY PUBLIC WORKS DIRECTOR/CITY EN
ADMINISTRATION	0.15	0.15	DISASTER SERVICES CO-ORDINATOR
ADMINISTRATION	0.20	0.20	OFFICE SUPERVISOR
ADMINISTRATION	0.20	0.20	PUBLIC WORKS DIRECTOR
ADMINISTRATION	0.15	0.15	SR ADMINISTRATIVE SECRETARY
TOTAL ADMINISTRATION	**1.70**	**1.70**	
ENGINEERING SERVICES	0.10	0.10	ASSOCIATE ENGINEER
ENGINEERING SERVICES	0.25	0.25	ADMINISTRATIVE SECRETARY
ENGINEERING SERVICES	0.20	0.20	CONSTRUCTION INSPECTION SUPV
ENGINEERING SERVICES	1.25	1.25	CONSTRUCTION INSPECTOR
ENGINEERING SERVICES	0.95	0.95	ENGINEERING ASSISTANT
ENGINEERING SERVICES	1.65	1.65	ENGINEERING ASSOCIATE
ENGINEERING SERVICES	0.55	0.55	ENGINEERING DIVISION MANAGER
ENGINEERING SERVICES	2.25	2.25	ENGINEERING TECHNICIAN II
ENGINEERING SERVICES	0.25	0.25	GIS SPECIALIST
ENGINEERING SERVICES	0.30	0.30	PLAN CHECK ASSISTANT
ENGINEERING SERVICES	1.20	1.20	SR ENGINEER
TOTAL ENGINEERING SERVICES	**8.95**	**8.95**	

POSITION SUMMARY BY FUND

WASTEWATER FUND
PUBLIC WORKS

PROGRAM	FY 2015-16 POSITIONS	FY 2016-17 POSITIONS	TITLE
MUNICIPAL SERVICE CENTER	0.25	0.25	ADMINISTRATIVE CLERK II
MUNICIPAL SERVICE CENTER	0.50	0.50	ADMINISTRATIVE SECRETARY
MUNICIPAL SERVICE CENTER	0.06	0.06	ASSOCIATE ANALYST
MUNICIPAL SERVICE CENTER	0.10	0.10	FLEET SERVICES SUPERVISOR
MUNICIPAL SERVICE CENTER	0.25	0.25	PUBLIC WORKS SUPERINTENDENT
MUNICIPAL SERVICE CENTER	0.25	0.25	PURCHASING SPECIALIST II
MUNICIPAL SERVICE CENTER	0.25	0.25	SR BUILDING MAINTENANCE TECH
MUNICIPAL SERVICE CENTER	0.30	0.30	SR INFO TECHNOLOGY TECH
MUNICIPAL SERVICE CENTER	0.25	0.25	SR PURCHASING SPECIALIST
TOTAL MUNICIPAL SERVICE CENTER	**2.21**	**2.21**	
WASTEWATER LINES	0.25	0.25	INSTRUMENTATION & ELEC TECH
WASTEWATER LINES	1.00	1.00	UTILITIES EQUIPMENT OPERATOR
WASTEWATER LINES	2.00	2.00	UTILITIES MTN CREW LEADER
WASTEWATER LINES	1.00	1.00	UTILITIES MTN SUPERVISOR
WASTEWATER LINES	7.00	7.00	UTILITIES MTN WORKER II
TOTAL WASTEWATER LINES	**11.25**	**11.25**	
INDUSTRIAL WASTE INSPECTION	0.10	0.10	ASSOCIATE ANALYST
INDUSTRIAL WASTE INSPECTION	0.15	0.15	ENVIRONMENTAL DIVISION MANAGER
INDUSTRIAL WASTE INSPECTION	0.55	0.55	ENVIRONMENTAL PROG COORD
INDUSTRIAL WASTE INSPECTION	1.60	1.60	ENVIRONMENTAL PROG INSP II
INDUSTRIAL WASTE INSPECTION	0.20	0.20	SR ENVIRONMENTAL PROG INSP
TOTAL INDUSTRIAL WASTE INSPECTION	**2.60**	**2.60**	

POSITION SUMMARY BY FUND

WASTEWATER FUND
PUBLIC WORKS

PROGRAM	FY 2015-16 POSITIONS	FY 2016-17 POSITIONS	TITLE
HILL CANYON TREATMENT PLANT	1.00	1.00	ASSISTANT ANALYST
HILL CANYON TREATMENT PLANT	0.25	0.25	ASSOCIATE ANALYST
HILL CANYON TREATMENT PLANT	2.00	2.00	INSTRUMENTATION & ELEC TECH
HILL CANYON TREATMENT PLANT	2.00	2.00	LABORATORY CHEMIST
HILL CANYON TREATMENT PLANT	1.00	1.00	LABORATORY SUPERVISOR
HILL CANYON TREATMENT PLANT	2.00	2.00	PLANT & EQUIPMENT MECHANIC
HILL CANYON TREATMENT PLANT	1.00	1.00	SR LABORATORY CHEMIST
HILL CANYON TREATMENT PLANT	1.00	1.00	SR PURCHASING SPECIALIST
HILL CANYON TREATMENT PLANT	4.00	4.00	SR WWTP OPERATOR
HILL CANYON TREATMENT PLANT	1.00	1.00	UTILITIES SUPERINTENDENT
HILL CANYON TREATMENT PLANT	2.00	2.00	WWTP MAINTENANCE SUPERVISOR
HILL CANYON TREATMENT PLANT	1.00	1.00	WWTP OPERATION & MTN MANAGER
HILL CANYON TREATMENT PLANT	1.00	1.00	WWTP OPERATIONS SUPERVISOR
HILL CANYON TREATMENT PLANT	6.00	6.00	WWTP OPERATOR II
TOTAL HILL CANYON TREATMENT PLANT	**25.25**	**25.25**	
TOTAL WASTEWATER	**51.96**	**51.96**	

POSITION SUMMARY BY FUND

SOLID WASTE FUND
PUBLIC WORKS

PROGRAM	FY 2015-16 POSITIONS	FY 2016-17 POSITIONS	TITLE
ADMINISTRATION	0.05	0.05	ADMINISTRATIVE CLERK II
ADMINISTRATION	0.05	0.05	ADMINISTRATIVE SECRETARY
ADMINISTRATION	0.05	0.05	OFFICE SUPERVISOR
ADMINISTRATION	0.05	0.05	PUBLIC WORKS DIRECTOR
ADMINISTRATION	0.05	0.05	SR ADMINISTRATIVE SECRETARY
TOTAL ADMINISTRATION	**0.25**	**0.25**	
RECYCLING	1.80	1.80	ASSISTANT ANALYST
RECYCLING	1.00	1.00	ASSOCIATE ANALYST
RECYCLING	0.15	0.15	ENVIRONMENTAL DIVISION MANAGER
RECYCLING	0.65	0.65	SR ANALYST
TOTAL RECYCLING	**3.60**	**3.60**	
HOUSEHOLD HAZARDOUS WASTE	1.20	1.20	ASSISTANT ANALYST
HOUSEHOLD HAZARDOUS WASTE	0.25	0.25	SR ANALYST
TOTAL HOUSEHOLD HAZARDOUS WASTE	**1.45**	**1.45**	
TOTAL SOLID WASTE	**5.30**	**5.30**	

POSITION SUMMARY BY FUND

TRANSPORTATION FUND
PUBLIC WORKS

PROGRAM	FY 2015-16 POSITIONS	FY 2016-17 POSITIONS	TITLE
BUS, LOCAL	0.10	0.10	ADMINISTRATIVE SECRETARY
BUS, LOCAL	0.50	0.50	ASSOCIATE ANALYST
BUS, LOCAL	0.50	0.50	TRANSIT ASSISTANT
TOTAL BUS, LOCAL	**1.10**	**1.10**	
SUBSIDIZED TAXI	0.50	0.50	ASSOCIATE ANALYST
SUBSIDIZED TAXI	0.50	0.50	TRANSIT ASSISTANT
TOTAL SUBSIDIZED TAXI	**1.00**	**1.00**	
TOTAL TRANSPORTATION	**2.10**	**2.10**	

POSITION SUMMARY BY FUND

CULTURAL AFFAIRS
THEATRES

PROGRAM	FY 2015-16 POSITIONS	FY 2016-17 POSITIONS	TITLE
KAVLI CENTER	0.70	0.70	BOX OFFICE ASSISTANT
KAVLI CENTER	1.00	1.00	BOX OFFICE SUPERVISOR
KAVLI CENTER	0.50	0.50	COMMUNICATIONS & MARKETING ASSOCIAT
KAVLI CENTER	0.50	0.50	CULTURAL AFFAIRS DIRECTOR
KAVLI CENTER	0.60	0.60	EXECUTIVE SECRETARY
KAVLI CENTER	0.80	0.80	THEATRES TECHNICAL SUPERVISOR
KAVLI CENTER	0.70	0.70	HOUSE SUPERVISOR
KAVLI CENTER	0.30	0.30	THEATRES GENERAL MANAGER
KAVLI CENTER	0.40	0.40	SR THEATRE WORKER
KAVLI CENTER	3.00	3.00	STAGE TECHNICIAN
TOTAL KAVLI CENTER	**8.50**	**8.50**	
SCHERR FORUM THEATRE	0.30	0.30	BOX OFFICE ASSISTANT
SCHERR FORUM THEATRE	0.25	0.25	COMMUNICATIONS & MARKETING ASSOCIAT
SCHERR FORUM THEATRE	0.20	0.20	CULTURAL AFFAIRS DIRECTOR
SCHERR FORUM THEATRE	0.20	0.20	EXECUTIVE SECRETARY
SCHERR FORUM THEATRE	0.20	0.20	THEATRES TECHNICAL SUPERVISOR
SCHERR FORUM THEATRE	0.30	0.30	HOUSE SUPERVISOR
SCHERR FORUM THEATRE	0.20	0.20	THEATRES GENERAL MANAGER
SCHERR FORUM THEATRE	1.00	1.00	THEATRES TECHNICAL SUPERVISOR
SCHERR FORUM THEATRE	0.40	0.40	SR THEATRE WORKER
SCHERR FORUM THEATRE	1.00	1.00	STAGE TECHNICIAN
TOTAL SCHERR FORUM THEATRE	**4.05**	**4.05**	
TOTAL THEATRES	**12.55**	**12.55**	

POSITION SUMMARY BY FUND

LIBRARY FUND

PROGRAM	FY 2015-16 POSITIONS	FY 2016-17 POSITIONS	TITLE
ADMINISTRATION	1.00	1.00	ASSOCIATE ANALYST
ADMINISTRATION	1.00	1.00	DEPUTY LIBRARY SERV DIRECTOR
ADMINISTRATION	1.00	1.00	EXECUTIVE SECRETARY
ADMINISTRATION	1.00	1.00	LIBRARY ASSISTANT
ADMINISTRATION	0.20	0.20	LIBRARY DIVISION MANAGER
ADMINISTRATION	1.00	1.00	LIBRARY SERVICES DIRECTOR
ADMINISTRATION	1.00	1.00	OFFICE SUPERVISOR
ADMINISTRATION	1.00	1.00	SR ADMINISTRATIVE SECRETARY
ADMINISTRATION	1.00	1.00	SR LIBRARY ASSISTANT
TOTAL ADMINISTRATION	**8.20**	**8.20**	
REFERENCE	2.75	2.75	LIBRARIAN
REFERENCE	0.18	0.18	LIBRARY DIVISION MANAGER
REFERENCE	0.25	0.25	LIBRARY SERVICES SUPV
REFERENCE	0.10	0.10	SR LIBRARY ASSISTANT
TOTAL REFERENCE	**3.28**	**3.28**	
CHILDREN'S & YOUNG ADULT SERVICES	0.25	0.25	LIBRARIAN
CHILDREN'S & YOUNG ADULT SERVICES	0.18	0.18	LIBRARY DIVISION MANAGER
CHILDREN'S & YOUNG ADULT SERVICES	1.25	1.25	LIBRARY SERVICES SUPV
CHILDREN'S & YOUNG ADULT SERVICES	1.00	1.00	SR LIBRARY ASSISTANT
TOTAL CHILDREN'S & YOUNG ADULT SERVICES	**2.68**	**2.68**	
SPECIAL COLLECTIONS	0.50	0.50	LIBRARIAN
SPECIAL COLLECTIONS	0.18	0.18	LIBRARY DIVISION MANAGER
SPECIAL COLLECTIONS	0.25	0.25	LIBRARY SERVICES SUPV
SPECIAL COLLECTIONS	0.90	0.90	SR LIBRARY ASSISTANT
TOTAL SPECIAL COLLECTIONS	**1.83**	**1.83**	
CIRCULATION	1.00	1.00	CIRCULATION SERVICES SUPV
CIRCULATION	4.80	4.80	LIBRARY AIDE
CIRCULATION	2.00	2.00	LIBRARY ASSISTANT
CIRCULATION	0.18	0.18	LIBRARY DIVISION MANAGER
CIRCULATION	1.00	1.00	SR LIBRARY ASSISTANT
TOTAL CIRCULATION	**8.98**	**8.98**	

POSITION SUMMARY BY FUND

LIBRARY FUND

PROGRAM	FY 2015-16 POSITIONS	FY 2016-17 POSITIONS	TITLE
COLLECTION DEVELOPMENT	2.25	2.25	LIBRARIAN
COLLECTION DEVELOPMENT	1.20	1.20	LIBRARY AIDE
COLLECTION DEVELOPMENT	2.00	2.00	LIBRARY ASSISTANT
COLLECTION DEVELOPMENT	0.30	0.30	LIBRARY DIVISION MANAGER
TOTAL COLLECTION DEVELOPMENT	**5.75**	**5.75**	
TECHNICAL SERVICES	1.00	1.00	LIBRARIAN
TECHNICAL SERVICES	2.50	2.50	LIBRARY AIDE
TECHNICAL SERVICES	0.30	0.30	LIBRARY DIVISION MANAGER
TECHNICAL SERVICES	0.50	0.50	LIBRARY SERVICES SUPV
TECHNICAL SERVICES	2.00	2.00	SR LIBRARY ASSISTANT
TOTAL TECHNICAL SERVICES	**6.30**	**6.30**	
INFORMATION SYSTEMS	0.25	0.25	LIBRARIAN
INFORMATION SYSTEMS	1.00	1.00	LIBRARY AIDE
INFORMATION SYSTEMS	0.18	0.18	LIBRARY DIVISION MANAGER
INFORMATION SYSTEMS	0.25	0.25	LIBRARY SERVICES SUPV
INFORMATION SYSTEMS	1.00	1.00	SR LIBRARY ASSISTANT
TOTAL INFORMATION SYSTEMS	**2.68**	**2.68**	
NEWBURY PARK BRANCH	1.00	1.00	LIBRARIAN
NEWBURY PARK BRANCH	1.50	1.50	LIBRARY AIDE
NEWBURY PARK BRANCH	0.30	0.30	LIBRARY DIVISION MANAGER
NEWBURY PARK BRANCH	0.50	0.50	LIBRARY SERVICES SUPV
NEWBURY PARK BRANCH	1.00	1.00	SR LIBRARY ASSISTANT
TOTAL NEWBURY PARK BRANCH	**4.30**	**4.30**	
TOTAL LIBRARY	**44.00**	**44.00**	

POSITION SUMMARY BY FUND

LIGHTING & LANDSCAPING FUND
PUBLIC WORKS

PROGRAM	FY 2015-16 POSITIONS	FY 2016-17 POSITIONS	TITLE
LIGHTING & LANDSCAPING ASSESS. DISTRICT	0.15	0.15	ADMINISTRATIVE SECRETARY
LIGHTING & LANDSCAPING ASSESS. DISTRICT	0.05	0.05	ASSOCIATE ANALYST
LIGHTING & LANDSCAPING ASSESS. DISTRICT	0.70	0.70	ASSOCIATE ENGINEER
LIGHTING & LANDSCAPING ASSESS. DISTRICT	0.05	0.05	DEPUTY PUBLIC WORKS DIRECTOR/CITY EN
LIGHTING & LANDSCAPING ASSESS. DISTRICT	0.05	0.05	ENGINEERING DIVISION MANAGER
LIGHTING & LANDSCAPING ASSESS. DISTRICT	0.10	0.10	ENGINEERING TECHNICIAN II
LIGHTING & LANDSCAPING ASSESS. DISTRICT	1.75	1.75	LANDSCAPE MTN CREWLEADER
LIGHTING & LANDSCAPING ASSESS. DISTRICT	0.50	0.50	LANDSCAPE MTN SUPERVISOR
LIGHTING & LANDSCAPING ASSESS. DISTRICT	7.00	7.00	LANDSCAPE MTN WORKER II
LIGHTING & LANDSCAPING ASSESS. DISTRICT	0.05	0.05	PUBLIC WORKS DIRECTOR
LIGHTING & LANDSCAPING ASSESS. DISTRICT	0.05	0.05	PUBLIC WORKS SUPERINTENDENT
LIGHTING & LANDSCAPING ASSESS. DISTRICT	0.15	0.15	SR ENGINEER
TOTAL LIGHTING & LANDSCAPING	**10.60**	**10.60**	

POSITION SUMMARY BY FUND

STORMWATER/FLOOD CONTROL ASSESSMENT FUNDS
PUBLIC WORKS

PROGRAM	FY 2015-16 POSITIONS	FY 2016-17 POSITIONS	TITLE
STORMWATER/FLOOD CONTROL	0.90	0.90	ASSOCIATE ANALYST
STORMWATER/FLOOD CONTROL	0.10	0.10	CONSTRUCTION INSPECTION SUPV
STORMWATER/FLOOD CONTROL	0.05	0.05	ENGINEERING ASSOCIATE
STORMWATER/FLOOD CONTROL	0.15	0.15	ENGINEERING DIVISION MANAGER
STORMWATER/FLOOD CONTROL	0.15	0.15	ENVIRONMENTAL DIVISION MANAGER
STORMWATER/FLOOD CONTROL	0.10	0.10	ENVIRONMENTAL PROG COORD
STORMWATER/FLOOD CONTROL	0.20	0.20	ENVIRONMENTAL PROG INSP II
STORMWATER/FLOOD CONTROL	0.30	0.30	GIS SPECIALIST
STORMWATER/FLOOD CONTROL	0.05	0.05	PLAN CHECK ASSISTANT
STORMWATER/FLOOD CONTROL	0.05	0.05	PUBLIC WORKS DIRECTOR
STORMWATER/FLOOD CONTROL	0.05	0.05	PUBLIC WORKS SUPERINTENDENT
STORMWATER/FLOOD CONTROL	0.40	0.40	SR ENGINEER
STORMWATER/FLOOD CONTROL	0.70	0.70	SR ENVIRONMENTAL PROG INSP
TOTAL STORMWATER/FLOOD CONTROL	**3.20**	**3.20**	

POSITION SUMMARY BY FUND

HOUSING FUNDS

PROGRAM	FY 2015-16 POSITIONS	FY 2016-17 POSITIONS	TITLE
LOW/MODERATE INCOME HOUSING	0.10	0.10	COMMUNITY DEVEL DIRECTOR
LOW/MODERATE INCOME HOUSING	0.10	0.10	DEPUTY COMM DEV DIR/CITY PLNR
LOW/MODERATE INCOME HOUSING	0.85	0.85	HOUSING COORDINATOR
LOW/MODERATE INCOME HOUSING	0.05	0.05	OFFICE SUPERVISOR
LOW/MODERATE INCOME HOUSING	0.20	0.20	SR ADMINISTRATIVE SECRETARY
LOW/MODERATE INCOME HOUSING	0.20	0.20	SR ANALYST
TOTAL LOW/MODERATE INCOME HOUSING	**1.50**	**1.50**	
TOTAL HOUSING FUNDS	**1.50**	**1.50**	
GRAND TOTAL ALL FUNDS	**391.00**	**391.00**	

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FISCAL POLICIES

Budget Policy
Budget Appropriation/Transfer Policy
Capital Improvement Program (CIP) Policy
User Fee Policy
Fund Balance Policy
Accounting Policy
Audit Policy
Fixed Asset Replacement Policy
Investment Policy
Debt Policy

City of Thousand Oaks
Administrative Policies and Procedures

SUBJECT: Budget Policy	APP NO.: 14.004 Submission Date: Revision Dates:	AUTHORITY: City Manager Adoption/Approval Date: Revision Dates:
DEPARTMENT: FIN		

PURPOSE:
To provide basic instructional guidelines for all City departments in the preparation of budget requests, to assist City Council in making informed choices about the provision of services and capital assets, and to involve and promote effective communication with the community during the process.

City Council adopts general, special revenue, enterprise, capital, and debt service fund budgets with the level of legal budgetary control that the office level establishes. The city must have a structurally balanced budget each year. It also must have controls in place to maintain compliance with legal budgetary provisions.

BACKGROUND
The City is a General Law City in the State of California (State) and does not legally require a budget; however, per the City's Municipal Code, the City Manager is required to "prepare and submit the annual budget to the City Council and be responsible for its administration after adoption." The City Manager presents two proposed annual budgets to City Council for review and adoption, which are consistent with Generally Accepted Accounting Principals (GAAP). All governmental funds are budgeted and accounted for using the modified accrual basis of accounting. Proprietary fund revenues and expenses are budgeted and recognized on an accrual basis. The budget differs from the annual financial reports issued by the City in two ways. The budget does not show depreciation expense and it does not show the value of employee leave balances. This is in keeping with traditional municipal budgeting conventions.

Operating appropriations lapse at the end of each fiscal year. The budgetary level of control for all governmental fund types is the fund level. The City Manager has the discretion to transfer appropriations between departments within a fund, but changes to appropriations or transfers between funds must be approved by City Council. Multi-year projects have been budgeted in the initial year of the project.

Though coordinated by the Finance Department Budget Team, the development of the Operating and Capital Improvement Program (CIP) Budgets is a cooperative and coordinated effort between the various departments involved in the planning and implementation of the respective budgets.

GENERAL POLICY:
As an effective and useful management guide, the development of the City's two-year budget process is the result of careful preparation and active participation of all levels of City personnel. The budget becomes the centerpiece of a thoughtful, strategic, and ongoing decision-making process for allocating resources and setting priorities and direction for our City.

Good budgeting is a broadly defined process that has policy, management, planning, communication, and financial dimensions. A good budget process is characterized by several essential features, such as a long-term perspective linked to broad organizational goals, budget decisions that focus on results and outcomes, promotion of effective communication with residents, and the provision of incentives to City staff. Study Sessions or workshops on all phases of the budget are held with City Council for this purpose, including fees, capital improvement programs, and the maintenance and operations budget proposals. Additionally, a good budget process helps decision-makers make informed policy choices about the provision of services and capital assets, and promotes resident participation in the process.

The budgeting process is necessary for maintaining financial control over the City's operations and provides the basis for program planning. The process does not end with appropriations, but continues to operate throughout the year as funds are obligated and disbursed. A series of decisions, actions, and adjustments are often required to achieve established goals. Additionally, decisions made in one year are meant to bring a desired result in subsequent years. In this way, each budget program is a one-year installment in the implementation of the City's long-range financial plan.

BASIS OF BUDGETING:
The City's budgets for Governmental Funds, such as the General Fund,

Proposed Budget
A proposed budget will be prepared by the Finance Department under the direction of the City Manager.

The budget will include four basic segments for review and evaluation. These segments are:

1. Revenues
2. Personnel costs
3. Operations and Maintenance costs
4. Capital and other (non-capital) project costs

The budget review process will include City Council participation in the development of each of the four segments of the proposed budget and Public Hearings to allow for citizen participation in the budget preparation.

The budget process will span sufficient time to address policy and fiscal issues by City Council.

Adoption
Upon the City Manager's presentation of a proposed budget document to the City Council, the City Council will call and publicize a public hearing. The City Council will subsequently adopt such budget, as it may have been amended, as the City's Annual Budget effective for the fiscal year beginning July 1.

Balanced Budget
The Operating Budget will be balanced with current revenues, which may include beginning fund balances less required reserves as established by City Council, greater than or equal to current expenditures/expenses.

Planning
The budget process will be coordinated so as to identify major policy issues for City Council consideration several months prior to budget approval. This will allow adequate time for appropriate decisions and analysis of financial impacts.

Reporting
Periodic financial reports will be prepared by the Finance Director to enable Department Managers to manage budgets and enable the Finance Director to monitor and control the budget as authorized by the City Manager. Summary financial and budgetary reports will be presented monthly to the City Council. Financial reports will be in a format appropriate to enable the City Council to understand overall budget and financial status.

City's Budget Process Overview
The process by which the budget will be compiled and finally adopted by the City Council is one that requires the combined effort and cooperation of all departments.

The budget development process includes five steps:

1. City Council establishes major goals and objectives for the two-year period. Departmental objectives are also refined at that time.
2. Based on the above direction from City Council, departments prepare budget estimates for each of the next two fiscal years.
3. Budget estimates and final departmental objectives are reviewed by the City Manager.
4. Proposed budget is submitted to City Council for review.
5. Following a public hearing, the two-year budget is adopted by City Council.

It is important to keep in mind that the budget adopted by City Council is not "final" in nature. Rather, the budget is intended to establish a framework for what is actually a dynamic financial process. As work plans and issues develop over the two-year period, City Council may adjust resources accordingly. In other words, the budget reflects City Council's on-going direction, properly responding to the fiscal environment and the needs of the community.

Budget Documents Overview

The ***Operating Budget*** document will be organized as follows:

1. ***Section I: City Manager's Budget Message*** – Provides an overview of community and Council priority issues, budget highlights, community profile, future trends and the budget process.
2. ***Sections II and III: Budget Summaries & Graphs*** – Provides revenue and expenditure/appropriation summaries for all funds as well as detail of revenue and expenditures for the General Fund. Graphics include pie charts and community information with pictures.
3. ***Department Budget Sections*** – Each department budget section includes an organizational chart, program budgets and program trends and objectives.
4. ***Position Summary by Fund Section*** – Summary of budgeted positions by Fund.
5. ***Supplementary Section*** – Includes active bond issues, resolutions adopting the Operating and Capital Improvement Program Budgets, appropriations limit (GANN) resolution, Glossary, and Index.

The Community Budget Task Force (City Committee) recommended City of Thousand Oaks Minimum Community Standards also be included in the Operating Budget document.

The ***Capital Improvement Program (CIP) Budget*** document will be organized as follows:

1. ***Section I – City Manager's Budget Message*** – Provides highlights of budgeted Capital Improvement projects.
2. ***Sections II and III – Exhibits and Summary by Category*** – Provides graphs and summarizes budgeted projects by category (i.e., Streets, Transportation/Traffic, etc.).
3. ***Capital Improvement Projects by Category Sections*** – Includes detail of each budgeted project by category. Detail includes project name and fund number, description, project manager, justification, comments, expected start and completion date, impact, and cost and funding summary.
4. ***Capital Improvement Projects by Fund Section*** – Provides project expenditures by fund and fund balance totals.
5. ***Glossary of Budget Terms/Acronyms Section***.
6. ***Index by Project Name and Project Number***.

Budget Carryover Policy

As per the City's financial policies, operating program appropriations not spent during the first year may be carried over for specific purposes into the second year with the approval of the City Manager. Allowing for the carryover of unexpended operating appropriations from the first year of the Budget into the second year assists in achieving three key financial management goals:

1. Mitigating against the "use it or lose it" mentality that can exist under one-year budget practices when all unspent appropriations lapse at year-end.

2. Providing departments with incentives for effectively using their operating budget.

3. Ensuring resource continuity in accomplishing multi-year objectives. Linking resources with what the City wants to accomplish, and establishing reasonable time frames for doing so, are underlying principles of our two-year financial planning approach. Because of this, ensuring full funding for multi-year program objectives and projects is the highest priority use of carryover balances.

Capital Asset Maintenance and Replacement

The City's facilities repair/replacement schedule is developed in three steps. First, the Facilities Division of the Finance Department reviews the condition of each building in the inventory and develops a prioritized list of capital needs. Second, the Facilities Manager develops a 15-year program based on inventory capital needs and projected funds available. Third, the 15-year repair/replacement schedule is incorporated in the two-year CIP Budget and presented to City Council for review and adoption. Capital needs are evaluated for inclusion in the repair/replacement schedule according to four criteria:

1. Improvements to the structural integrity of a facility that bring the facility up to good condition;
2. Improvements that keep HVAC, electrical, and plumbing systems in good mechanical condition;
3. Energy-efficient improvements with a payback of less than five years; and
4. Modifications to enhance function and use.

The repair/replacement schedule guarantees that City facilities are maintained in good condition. Major improvements to facilities are considered, as funds are available.

Fiscal Year Budget Review Calendar

Month	Budget Process
November	Budget Calendar to City Council
December-January	Departments begin to discuss Capital Projects Department begin to review User Fees Mid-Year Payroll Budget Analysis
February	City Council Goal Setting Meeting Kick-Off Meeting for Budget Process Staff to input M&O budgets
March	Study Session – User Fees
April	Study Session – Capital Improvement Program Budget Public Hearing – User Fees
May	Study Session – Operating Budget
June	Public Hearing Operating Budget Capital Budget Consent Item – Gann Limit (last City Council meeting in June)

Preparation of the Budget Document

Budget preparation takes approximately nine months. The Budget Team meets on a regular basis with departmental representatives, as part of the budget preparation process. Departments began preparing their budget requests and revenue estimates in January.

From January through March, the Budget and Executive Teams carefully reviewed, evaluated, and prioritized each department's budget submissions for new and additional services, positions, capital outlay, and capital improvement projects. The overall estimated revenues and proposed appropriations were also reviewed. Moreover, remaining mindful of public safety and legal requirements; adhering to the City Council's financial policies; as well as providing the most efficient, effective, and economical service levels possible are major considerations throughout the budget process.

The City of Thousand Oaks uses a combined program and line item budget format. This is designated to provide a comprehensive management control and fiscal planning system. This format is aimed at achieving goals and objectives at the operational levels that are consistent with City Council's Goals and Priorities. The budgeting process is an incremental one, which starts with the requests from the departments, based on historical information, inflationary increases, and/or department knowledge based on upcoming projects. Requests for appropriations are made at the department level and are compiled and initially reviewed by the Core Budget Team. Once the Department review is completed, the Core Budget Team met and reviewed the budget with the City Manager and Assistant City Manager.

The Executive Team takes a final review of department budget requests. As soon as the final details are completed and approved by the City Manager, a proposed Operating Budget document is printed. The City Manager presents the proposed Budget to City Council and the public for their review during the month of May, culminating with a public hearing, which typically occurs in mid-June. The City Council may revise the City Manager's proposed Budget, as deemed necessary. A majority vote is required to adopt the final Budget. The Budget is adopted prior to July 1st.

Budget Implementation and Budget Transfers

Once the Budget has been adopted by City Council, the responsibility of implementing each department's budget lies with the department managers, with ultimate responsibility resting with the City Manager. Department managers are expected to operate their department within the appropriations established in the Budget. Budget transfers or budget appropriation amendments should be the exception, rather than the rule. In certain cases, however, requests are considered where events have occurred, which are unforeseen. (Further details with respect to budget transfers and appropriations can be found in the Fiscal Policy section at the end of this document.)

Budget Calendar

The Budget Calendar was presented to City Council on November 16, 2010. The biennial budget process requires significant staff effort. The budget calendar is the first step in completing the two year budget on time.

Documentation of a Budget calendar assists departments in preparing for the next two-year Operating and Capital Improvement Program Budgets process. The calendar is subject to change and is intended to be used as a general guideline.

The recommended budget calendar related to City Council's participation is as follows:

FY 2015-2016 & FY 2016-2017 Budget Preparation Calendar			
No.	**Date**	**Responsible Department**	**Event**
1	10/28/2014	**City Council**	***City Council FY 2013-14 Citywide goals & Objectives One-Year Status Update Session*** ***Budget & Financial Management Software***
2.	11/25/2014	Finance & **City Council**	***Approval of FY 2015-2016 & 2016-2017 Budget Preparation Calendar***
	12/16/2014	Finance & **City Council**	***Financial Strategic Plan***
3.	Jan. 2015	Finance Audit Committee	***FY 2013-2014 Financial Audit Results"***
4.	2/24/2015	**City Council**	***City Council User Fees (including Dev. Impact Fees) Study Session***
	Mar. 2015	**City Council**	***City Council Goal Setting Session***
	Mar. 2015	Finance Audit Committee	***FY 2014-2015 Mid-Year Budget Update***
	Mar. 2015	Capital Facilities Committee	***Reviewed Proposed CIP Budget***
6.	4/14/2015	**City Council**	***City Council Proposed CIP Budget Study Session***
7.	4/28/2015	**City Council**	***Public Hearing: Adoption of Proposed User Fees (incl. Dev. Impact Fees) (followed by 60-day waiting period)***
	April 2015	Finance Audit Committee	***FY 2015-2017 Preliminary Budget Update***
8.	5/12/2015	**City Council**	***Proposed Operating Budget Study Session***
	June 2015	Finance Audit Committee/ Capital Facilities Comm.	***FY 2015-2017 Final Review of Operating Budget and CIP Budget***
10.	6/9/2015	**City Council**	***Public Hearing: Adoption of Operating Budget and CIP Budget***
11.	6/23/2015	**City Council**	Adopt Gann Limit (Consent Item).
12.	7/1/2015	All Departments	Beginning of FY 2015-2016. Approved User Fees go into effect.

Performance Measures

The City's Core Budget Team met with individual departments to introduce the concept and development of Performance Measures during the FY 2009-2010 and 2010-2011 budget process. There were basic guidelines that were followed related to the development of a mission statement, goals, objectives, and performance measures. An on-line Access Database was developed by the Information Technology Division, which each department used to develop their divisions' mission statement, goals, objectives, and measures.

During the FY 2015-2016 and 2016-2017 budget process, performance measures were revisited by each department. Input started in January 2015, with documentation reviewed throughout the budget process

period. Follow-up meetings were held to review the information provided by each department, as well as to improve their initial performance measures.

All departments spent a great deal of time with their current measures so that they are linked to both the City's biennial budget objectives and goals and City Council's Goals and Priorities. Performance Measures, organized by department, are provided as a tool to measure effectiveness and efficiencies of City operations.

Each year, the City Manager's Office and Finance put together an annual "Report Card" document (*Citywide Goals and Objectives One-Year Status Update*) of the status of City Council's Goals and Top Priorities, as well as all Department/Division objectives and performance measures. This document is presented by staff to City Council during a scheduled City Council meeting. The document lists out the following:

- City Council's Top Priorities with current status and narrative on what has been accomplished to date.

- Department/Division "Objective" is broken out by the City Council Goals that it is associated with. The report lists the target date of the objective (date completed/on-going), responsible department, and status.

- Department "Performance Measure" is noted with the current actual result, as well as the last four fiscal year's results.

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City of Thousand Oaks

Administrative Policies and Procedures

SUBJECT: Budget Appropriations/Transfers Policy	**APP NO.:** 14.003 **Submission Date:** **Revision Dates:**	**AUTHORITY:** City Manager **Adoption/Approval Date:** **Revision Dates:**
DEPARTMENT: FIN		

PURPOSE:
To establish budget control guidelines and procedures for amending the Adopted Budget during the fiscal year.

GENERAL POLICY:
Managers are expected to control the budget by program level within each fund. Managers also have discretion to exceed the budget of individual accounts within a program as long as the program budget is not exceeded. Flexibility is granted to facilitate management's ability to fulfill a department's operational mission and reduce the number of budget adjustments that would be required to control by individual account number.

Budget appropriations should be rounded to the nearest one hundred ($100) dollars. Also, if the budget appropriation is related to a capital improvement project, staff should make sure the budget appropriation comprises the accumulated costs for the year, and not processed in stages.

- **City Council Approved Budget Appropriations/Transfers**

Any budget appropriation that changes (increases/decreases) the fund balance of a fund or a transfer of budget from one fund to another must be approved by City Council.

- **Department Management Approved Budget Transfers (Administrative Budget Requests)**

Any budget appropriation request from a department that transfers budget from one reporting level to another, within the same fund, can be processed administratively. Transfer requests between programs must contain adequate justification and must be submitted similar to other budget adjustments (except for the need to schedule on City Council agenda).

Transfer request between projects can be requested from Department management if within the same fund and projects are related. (e.g., Budget from Citywide Curb Ramps project transferred to an Overlay project, if the Overlay is extended and additional Curb Ramps need to be installed (needs to have a Nexus.) A justification memo from Department management to the City Manager and a completed budget appropriation form need to be forwarded to the Finance Department for review and approval prior to transfer request is forwarded to City Manager.

Transfer request must be approved by City Manager's Office before expenditures are incurred. The only exception is an unexpected emergency, as approved by the City Manager. Depending on the expenditure caused by the emergency, approval may be required from City Council.

BUDGET APPROPRIATION/TRANSFER FORM SUBMITTAL PROCESS

City Council Approved Budget Appropriation/Transfer Requests (start with step 1):

1. Staff will request City Council approval of the adjustment in fund budget within the appropriate staff report.

2. The staff report will include the budget request on the appropriate Budget Appropriation form, which is located on the Employee Intranet.

3. Once approved by City Council, the City Clerk will have the Mayor (or their appointee) sign the budget appropriation form and forward it to the Finance Department.

Administrative Budget Transfer Requests (start with step 4):

4. The budget appropriation form will be reviewed by the Budget Officer and reviewed and approved by the Finance Director (or their appointee).

5. The budget appropriation form will then be forwarded to the City Manager for review and approval and returned back to the Finance Department.

6. Once approved by all appropriate staff, Finance will post the budget appropriation/transfer to the City's financial system, and file/retain the supporting documentation.

7. Retention for the budget appropriation form and supporting documentation is 3 years.

BUDGET APPROPRIATIONS/TRANSFERS RESTRICTIONS

Within the framework of the above policy, there are a number of additional restrictions on certain expenditure classifications and specific accounts. These restrictions are as follows:

1. Salaries and fringe benefits budget savings cannot be used to augment any Maintenance and Operations (non-labor related) expenditures, capital outlay, capital improvements, debt, and/or transfer expenditure classifications.

2. Maintenance and Operations savings may not be used to fund new full-time, DPT position, or hourly position(s).

3. Maintenance and Operations savings may not be used to fund new capital outlay or capital improvement projects.

4. Capital outlay or capital improvements savings may not be used to fund any Maintenance and Operations expenditure.

   Individual capital improvement projects, which are accounted for by capital project number, must remain within the project budget. Administrative transfers from a capital improvement (CIs) project to or from a non-related maintenance improvement (MIs) project will not be permitted. The one exception is if the transfer is for the same project (e.g., a CI project has a corresponding equipment purchase; budget can be transferred from the capital account to the capital equipment account (84-00) or Maintenance & Operations, if under the capitalization threshold).

5. Total Maintenance and Operations budget in any program may not be over budget.

YEAR-END BUDGET CARRYOVER APPROPRIATION POLICY

After each fiscal year is complete, all budgetary appropriations lapse. Multi-year projects however remain in process, incomplete purchase orders remain outstanding, timing issues can cause project or program delays, the scopes of some projects have evolved to meet changing needs and continuation of programs or services were contingent upon available funding because of achieved savings or revenue levels, etc.

After the fiscal period has come to a close, the continuation and evolution of budget scope is accomplished through the "Year-end Budget Carryover" process. These types of year-end carryovers and budget modifications are generally funded with prior receipts that met or exceeded expectations or expenditure savings or program efficiencies. Also, the City has grant projects that are not yet complete or eligible for reimbursement that must be re-appropriated along with restricted revenues or donations. Budget carryover appropriations incorporate these budget changes.

Budget Carryover Appropriations are processed as follows:

1. During the course of the prior fiscal year, Finance staff is made aware of budget carryovers as follows:

    a. Memos/e-mails from department staff requesting project budget carryovers.

    b. Included as part of a Staff Report Recommendation requesting a project budget carryover.

2. Ongoing projects from the prior year will have budget carried over if requested from Department staff.

3. Projects that weren't started until the subsequent fiscal year

4. Grant and grant revenue match

5. Unusual, one-time operating expenditures that were not anticipated during original budget preparation.

6. Project and Grant carryovers will be processed only if fund balance is available at year-end.

Once all of the projects, grants, and one-time operating expenditures have been documented, a memo is written by Finance staff, and reviewed and approved by the Finance Director.

The memo is then forwarded to the City Manager's Office for approval. Once approved, Finance staff will post the year-end budget carryovers to the City's financial system into the current fiscal year (usually performed in October).

During the budget process, it is recommended that City Council give the City Manager authority to approve the year-end budget carryovers.

DEFINITIONS

Additional Budget Appropriation: Denotes any increase or decrease to the overall original formally adopted two-year City Council approved budget.

Budget Appropriation Request: The official form used for either a "Budget Appropriation" or "Transfer Request."

Reporting Level and Program: Both terms have the same meaning and represent a particular department and division/function.

Transfer Request: An increase matched by an equal decrease of spending authority authorized by City Manager's Office that does not alter the overall expenditure authority of the original formally adopted two-year City Council budget.

City of Thousand Oaks

Administrative Policies and Procedures

SUBJECT: Capital Improvement Program Policy	**APP NO.:** 14.006 **Submission Date:** 7/13/05 **Revision Dates:** 7/16/13	**AUTHORITY:** City Manager **Adoption/Approval Date:** **Revision Dates:**
DEPARTMENT: FIN		

PURPOSE:
Capital project planning is necessary to give adequate consideration to longer-range needs and goals, evaluate funding requirements and options, and achieve consensus on the physical development of Thousand Oaks. An evaluation of alternative mechanisms helps ensure the best approach for providing use of a capital asset or facility is chosen based on the City's policies and plans. Policies and plans for acquisition, maintenance, replacement, and retirement of capital assets help ensure needed capital assets or improvements receive appropriate consideration in the budget process and that older capital assets are considered for retirement or replacement. These policies and plans are necessary to plan for large expenditures and to minimize deferred maintenance.

GENERAL POLICY:
Plans for acquiring capital assets should be part of or consistent with land use, transportation, or other long-range plans of the City. Capital projects are funded from capital improvement reserves available in a respective fund's fund balance and grant funding, as available.

As part of a long-term capital budget plan, the following should be evaluated and considered:

1. Costs, including both capital and operating costs, impact on rates and charges, and impact on costs of other government services;
2. Effects on service, including technical and financial capabilities of the entity that owns the asset, ability to control the use of the asset (including expanding or contracting the facility), ability to maintain the asset, and risk of contractual non-performance and default;
3. Management issues, including maintaining oversight of the asset and related services and operations, impact on economic growth and development, impact on service coordination, and public access to information;
4. Financial issues, including availability of cash, budgetary impacts, impact on outstanding debt, and grant eligibility;
5. Impact on government employees, customers, and taxpayers;
6. Statutory and regulatory issues, including impact on federal and state legal and regulatory requirements, and liability.

Funding for capital projects typically relates to the function the asset will perform. For example, streets and roads projects are funded primarily from Gas Tax or Developer Fees; City Hall, Library or recreation projects from the General Fund; water or wastewater projects are funded from their respective funds.

The first two years of the Capital Improvement Program (CIP) are adopted as the current capital budget. Capital improvements typically include new street improvements, construction of public facilities and major maintenance/repair projects such as street resurfacing or modifications to public facilities. The remaining three years schedule planned projects and all five years look to potential funding sources. Collectively, departments responsible for capital project planning maintain a 10-year plan of projects.

Long-Range Facilities Planning Policy Objectives

Facilities maintains a 15-year capital facilities replacement plan with the following objectives:

1. To provide facilities which are accessible, convenient, flexible and responsive to the changing needs of our customers.
2. To provide facilities which demonstrate excellence in quality and value.
3. To provide adequate, sufficient, and flexible facilities which enable City departments and staff to carry out their required functions and to effectively serve their customers in a professional manner.
4. To provide a healthy, safe, secure, productive, and equitable working environment for our employees in order to promote efficient service to our customers.
5. To pursue efficient, effective, and cost-conscious solutions for the provision of public facilities and services.
6. To maintain a strong financial position balanced with the need to serve the public effectively and promote quality of life.

The recommendations in this Long Range Facilities Plan are based on the following strategies:

1. Make the best use of available space before implementing a capital solution.
2. Reserve limited capital funds for the highest priority projects.
3. Encourage non-capital solutions.
4. Focus on customer service and convenience.
5. Invite creative use of technology and public/private partnerships, where it can improve services.

Capital Outlay/Capital Improvements vs. Maintenance Improvements Projects

In conjunction with the budgeting process, questions are often raised concerning the distinction between capital outlay and capital improvement programs verses maintenance improvement projects. The following guidelines have been developed in an attempt to clarify this issue. Despite these guidelines, there may be situations that do not fit clearly into either category. In these instances, please consult with the Finance Department before attempting to categorize the budget item or expenditure in question.

Capital Outlay

This category represents expenditures made within a department's operating budget for fixed assets. Expenditures charged to capital outlay should reflect the initial investment in a fixed asset. Items designated as capital outlay are generally of a "stand-alone" nature, moveable, and ready for immediate installation and use, as opposed to an item that will be constructed or completed over a period of time.

Most expenditures classified as capital outlay are either equipment or intangibles (software, easements). Examples include vehicles, machinery, and software systems. These capital outlay expenditures are designated through account coding into element accounts 84 for equipment and 86 for intangibles/ software.

Capital Improvements

Capital improvements include major projects, infrastructure additions and improvements, land, buildings and improvements other than buildings. Expenditures charged to capital improvements should reflect either the initial investment in a fixed asset that is used in operations and has a useful life extending beyond one year or the improvement to an existing fixed asset which either lengthens the useful life of the fixed asset or increases the fixed asset's capacity to provide service.

Capital improvement expenditures are so designated through account coding into element accounts 81, 82, or 83.

Maintenance Improvements

Maintenance improvements include on-going projects or one-time projects that repair or maintain existing fixed assets. Maintenance improvements do not extend the life of a fixed asset and do not increase the fixed asset's capacity to provide service. Maintenance improvements should be budgeted for within the operating budget, except for major one-time or on-going projects that should be highlighted in the Capital Improvement Program Budget. Expenditures charged to maintenance improvements are so designated through account coding into the applicable maintenance and operations element and not in a capital element account.

Capital Outlay/Capital Improvement Account Coding

Element Account	Title
81	Land
82	Buildings
83	Improvements Other Than Buildings
84	Equipment (Over $5,000, effective July 1, 2005)
86	Intangibles (Over $5,000)
89	Use of Asset Replacement

It is important to note that, in addition to the purchase price of the respective categories of assets, the recorded asset cost should include transportation charges, installation costs, taxes, and any other expenditures required to place the asset in its intended state of operation.

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City of Thousand Oaks

Administrative Policies and Procedures

SUBJECT: User Fee Policy	**APP NO.:** 14.016 **Submission Date:** 11/1/14 **Revision Dates:** 11/1/14	**AUTHORITY:** City Manager **Adoption/Approval Date:** **Revision Dates:**
DEPARTMENT: FIN		

POLICY:

The City of Thousand Oaks imposes fees and charges to users for City services, goods, and permits. These fees and charges can be set at 100 percent of full cost or subsidized by City funds. In adoption of fees, it must be found that fees and charges do not exceed the City's costs in providing the service or processing work. User fees and charges will be adjusted biannually to recover the full cost of services provided, unless City Council determines that a subsidy from the General Fund (or any other fund) is in the public interest.

According to the standards established by GFOA and NACSLB and their best practice guidelines, governments should calculate the full cost of the different services they provide. For instance, GFOA recommends a formal fee policy that should identify factors to be considered when pricing services.

PURPOSE:

The purpose of this policy is to define and clarify the following:

1. Factors to consider when setting fees and charges;
2. When charges and fees should be reviewed;
3. User Fee Adoption Process;
4. Cost Recovery Calculation;
5. Cost Allocation Plan;
6. Provisions of Proposition 26; and,
7. Other miscellaneous topics related to the City's User Fees.

Factors to be Considered When Setting Fees and Charges, and Cost Recovery Levels

1. Whether fees and charges are set at full cost recovery consider community-wide versus special service nature of the program or activity. The use of general purpose (tax) revenue is appropriate for community-wide services, while user fees at full cost are appropriate for services which are of special benefit to easily identified individuals or groups.

2. The full cost of providing a service should be calculated to provide a basis for setting the charge or fee. Full costs shall include the following elements: direct labor, fringe benefits, equipment, materials, contract services, utilities, and cost allocation of indirect expenses including legislative, central services, and capital assets with a useful life of 15 years or less (CBTF recommendation 03/16/99).

3. Fees and charges, in the absence of a specific public policy exception, should be set at full cost recovery (CBTF recommendation 03/16/99).

4. Public policy exceptions can occur due to the nature of the program or activity such as ham radio, special events, farm animals, landmark trees and library fees. For example, the General Fund supports the Library Fund for the shortfall in revenues due to the reduced library fees.

When Charges and Fees Should be Reviewed

1. City Staff should review fees and charges at least every two years during the budget cycle in a manner similar to 1999 Fee Study to determine the cost of services (CBTF recommendation 03/16/99).

2. Staff will review and revise fees, if necessary, during the biennial budget process. (Refer to "User Fee Adoption Process" below)

3. Regular changes/revisions to user fees shall be first reviewed by department staff. Changes/revisions will be discussed with the Finance Department. If the fee change/revision is deemed appropriate, the Finance Department will recommend staff take the fee to City Council for adoption. If it is related to a Development or Building related fee, notices will be sent out to various parties and the meeting where the fee will be discussed will be noticed in a Public Hearing.

4. All adopted changes shall be published in the City's user fee manual and on the City's website, both of which shall be maintained by the Finance Department.

5. This policy and the schedule of charges and fees, current and proposed, should be made available to the public.

User Fee Adoption Process

During the biennial budget process:

1. Staff will present City Council with User Fees at both a Study Session and a Public Hearing meeting.

2. 30 days prior to the meeting, staff will notice interested parties (e.g., BAI, Chamber of Commerce, etc.)

3. The Public Hearing meeting will be Noticed twice in the local newspaper fourteen (14) and seven (7) days prior to the meeting and the Public Hearing User Fee manual will be made available for public review.

4. Appropriate User Fee resolutions will be reviewed by staff and City Attorney's Office and signed by the Mayor if adopted at the Public Hearing City Council meeting.

Throughout the course of the Fiscal Year:

There are times throughout the course of the year that staff determines a need for a new User Fee or User Fees are reviewed or revised resulting in a change to the current adopted User Fee manual. Staff will do the following:

1. The User Fee(s) will be taken to City Council at a Public Hearing.

2. If the User Fee(s) are development related, staff will Notice the meeting twice in the local newspaper fourteen (14) and seven (7) days prior to the meeting and the User Fee(s) will be made available for public review.

3. If the User Fee(s) are **not** development related, staff will Notice the meeting once in the local newspaper seven (7) to ten (10) days prior to the meeting and the User Fee(s) will be made available for public review.

4. Appropriate User Fee resolutions will be reviewed by staff and City Attorney's Office and signed by the Mayor if adopted at the Public Hearing City Council meeting.

Cost Recovery Calculation

City departments with user fees shall determine cost recovery rates based on direct and indirect costs for all fees in order to accurately calculate the cost of providing services regardless of whether all services are deemed to be fully cost recoverable. Indirect costs shall include allocated central support services costs (IT, risk management, fleet assignment and usage fees, etc.).

Fees shall be biennially adjusted to maintain the cost recovery level. Departments with user fees shall be responsible for developing cost recovery rates for their respective user fees in accordance with the cost recovery levels described in this policy. Where appropriate, departments may initiate a multi-phase approach to achieve a targeted cost recovery rate.

Different methods of adjustment are acceptable such as using a Consumer Price Index (CPI), State and Local Implicit Price Deflator, Municipal Cost Index, or other inflators. It is recommended that, if applicable, a CPI inflator be used for setting or revising the City's user fees.

Cost Allocation Plan

The annual Citywide Cost Allocation Plan (Plan) identifies the costs of administrative support for all City departments and special funds. Uses of the Plan include:

1. Ensuring all direct and indirect costs associated with providing services are included in the calculation of user fees and charges. For example, the Plan is the basis for the indirect cost component of the fully burdened hourly rate used to calculate the cost of City staff providing fee services; and

2. To develop the Federally-approved OMB A-87 overhead rate, and;

3. To charge administrative support costs to the Enterprise Funds, Lighting and Landscape Zones, Flood Control Zones, Mello-Roos Assessment Districts, and Community Development Block Grant funds.

Cost Allocation Plan Process:

1. The purpose of this study is to identify the city of Thousand Oaks ("City") central service department costs that provide an indirect benefit (hereafter referred to as "Allocable Costs") to the City's operating departments/divisions (hereafter referred to as "Allocation Cost Centers") and to distribute these allocable costs to the allocation cost centers in a fair and equitable manner.

2. Every year the City, with the assistance of a consultant, prepares a cost allocation plan to identify costs associated with providing certain central services to other City departments. These indirect service charges reimburse the administration and overhead services provided by General Fund departments, such as Finance, City Attorney, and Information Technology. The full cost allocation plan delineates the basis of allocation by department and can include total operating budget (except capital and debt), the number of full-time equivalent positions per department, specific number of requests or hours of service provided, etc. These costs are charged to the various operating departments/divisions by an interfund transfer as provided in the City's cost allocation plan.

3. The City uses a "double step down" method, which is one of the five methods for allocating indirect costs described in the Cost Accounting Manual; October 2001 prepared by the Office of Management and Budget, and is considered the most accurate and equitable of the five methods.

4. The "double step down" method utilizes two steps to allocate indirect costs. In the first step, the Allocable Costs are identified and initially allocated to all departments (both central service departments and the Allocation Cost Centers) using the most appropriate distribution bases that represent the demand for indirect services. Next, a second allocation is made in which indirect costs allocated to central service departments in the first step are redistributed using the allocation percentages derived in the first step. The final step fully reallocates the indirect costs allocated to the central service departments in the second allocation to the Allocation Cost Centers to obtain the final central services cost allocation.

5. The final step utilizes the step-down approach to fully distribute Allocable Costs to the Allocation Cost Centers. The step-down approach utilizes a sequential method to close-out all first step costs allocated to central service departments on a priority basis. The sequence begins in a step-down fashion starting with the central service department providing the greatest benefit and concludes with the central service department that provided the least benefit to other departments. At the end of the stepdown sequence, all Allocable Costs have been allocated to the Allocation Cost Centers.

Provisions of Proposition 26

In 2010, the trend to limit fee progression continued when California voters approved Proposition 26. This measure attempted to further define and clarify which local government charges are to be considered taxes (subject to public vote) and which are fees (subject only to city council or board of supervisors approval). In summary, the measure established that any "levy, charge, or exaction of any kind imposed by a local government" is a tax, unless it falls into one of seven categories (exceptions).

According to analyses by the *League of California Cities*, the "vast majority of fees that cities would seek to adopt will most likely fall into one or more of these exemptions" and "most fees currently imposed by local planning and building departments will be exempt from Proposition 26" under exception numbers one, two, three or six. These applicable exceptions are as follows:

"(1) A charge imposed for a specific benefit conferred or privilege granted directly to the payor that is not provided to those not charged, and which does not exceed the reasonable costs to the local government of conferring the benefit or granting the privilege.

(2) A charge imposed for a specific government service or product provided directly to the payor that is not provided to those not charged, and which does not exceed the reasonable costs to the local government of providing the service or product.

(3) A charge imposed for the reasonable regulatory costs to a local government for issuing licenses and permits, performing investigations, inspections, and audits, enforcing agricultural marketing orders, and the administrative enforcement and adjudication thereof.

(4) A charge imposed for entrance to or use of state or local government property, or for the purchase, rental, or lease of such property.

(5) A fine or penalty imposed for a violation of the law.

(6) A charge imposed as a condition of property development."

As a cost of services study, this analysis sought to evaluate the cost of a wide range of services and activities conducted by the various departments regardless of whether the services are associated with specific fees. While this study includes cost analysis of services that could be considered for fee adoptions, it does not, in and of itself, establish fees or fee levels, which is the purview of the City Council. If recommended fees are provided in the study, the types of fees and charges that are likely to be considered "taxes" under Proposition 26 are normally and intentionally excluded. (Note: In rare instances where a recommendation would be provided to set a cost recovery level for a service considered a "tax" under Proposition 26 definitions, the recommendation assumes that the City will implement those taxes in compliance with state law.

While the study evaluates the cost of many direct services, including some that are unrecoverable and/or may not ever become recommended fees, the fees likely to be adopted are designed to recover the reasonable cost of providing the service to the individual fee payers. Due to its relatively recent enactment, however, Proposition 26 has not yet been subject to review by the courts, some uncertainties exist regarding its application. Prior to any new fee implementation, it would be prudent for the City's own legal counsel to evaluate the impact of Proposition 26 (and all other related laws) to ensure full compliance with state law.

Other Miscellaneous Topics Related to the City's User Fees

A list of City-owned buildings should be prepared and maintained, which includes original building costs, remaining useful life, and the amount of a fixed annual (depreciation) cost. This list shall be presented to the City Council annually on a supplemental financial schedule (CBTF recommendation 03/16/99).

Definitions

Cost Recovery: is recouping a portion of or all costs associated with a particular service provided by the government agency to the public. The user fees determine the percentage of a service that is recovered. Cost recovery has two important rationales: (a) revenue enhancement through full cost accounting, thereby improving government efficiency; and (b) maintaining equity considerations in regard to the provision of public services.

Direct Costs: are the costs incurred directly by providing a specified service. These costs are associated with staff time spent performing service related duties and include employee salary and benefits. In general, direct costs are any costs that can be traced directly to the production of a given service or product.

Indirect Costs: are the costs not directly accountable or associated with the production of a service, such as a fixed cost. Indirect costs include departmental overhead (operating expenses and internal administrative costs), as well as citywide overhead, including all those costs that support City programs and services.

User Fee: is a fee charged by a government agency to recipients of its services. User fees generally apply to activities that provide special benefits to members of the public, and the amount of the fee is usually related to the cost of the service provided. Examples of user fees are pool fees, park room rental fees, fire inspection fees, and others.

Conclusion

The purpose of this policy is to provide general guidelines and to incorporate best practices in establishing user fees to ensure that the City adequately recovers costs for services it provides to the public. The User Fee Policy identifies factors that need to be considered in setting fees, the level of cost recovery, and the frequency of comprehensive user fee studies. The key factor of the User Fee Policy is to review and update fees on an ongoing basis to ensure that they keep pace with changes in the cost of living, as well as changes in methods or levels of service delivery.

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City of Thousand Oaks
Administrative Policies and Procedures

SUBJECT: Governmental Fund Balance Policy	APP NO.: 14.020 Submission Date: 09/13/11 Revision Dates:	AUTHORITY: City Manager Adoption/Approval Date: 06/30/11 Revision Dates:
DEPARTMENT: FIN		

PURPOSE:
This Fund Balance Policy establishes guidelines and procedures for allocating and reporting fund balance in the financial statements in accordance with Governmental Accounting Standards Board (GASB) Statement No. 54, Fund Balance Reporting and Governmental Fund Type Definitions, and as committed by City Council, effective beginning fiscal year ending June 30, 2011.

ACCOUNTING GUIDANCE:
Fund balance is the difference between the assets and liabilities reported in a governmental fund. GASB Statement No. 54 defines five separate components of fund balance, each of which identifies the extent to which the City is bound to honor constraints on the specific purposes for which amounts can be spent.

The following components are defined by GASB Statement No. 54 and shall constitute the City's Fund Balance:

- *Nonspendable Fund Balance* (inherently nonspendable) – Assets that cannot be converted to cash (i.e., prepaid items and inventories of supplies) and assets that will not be converted to cash soon enough to affect the current period.

- *Restricted Fund Balance* (externally enforceable limitations on use) – Limitations imposed by creditors, grantors, contributors, or laws and regulations of other governments and limitations imposed by law through constitutional provisions or enabling legislation.

- *Committed Fund Balance* (self imposed limitations on use set in place prior to the end of the fiscal year) – Limitation imposed at the highest level of decision making that requires formal action at the same level to remove (City Council).

- *Assigned Fund Balance* (limitation resulting from intended use) – Intended use established by highest level of decision making, by a body designated for that purpose, or by an official designated for that purpose (delegated by the City Council to the City Manager).

- *Unassigned Fund Balance* (residual net resources) – Excess of nonspendable, restricted, committed, and assigned total fund balance.

DIRECTIVE:
The first two components, Nonspendable and Restricted Fund Balance, are not addressed in this policy due to the nature of their restrictions. This policy is focused on the allocation and financial reporting of the last three components, Committed, Assigned, and Unassigned. The Council policies for these three components are provided below.

***Committed Fund Balance*:** The City Council, as the City's highest level of decision-making authority, shall commit fund balance for specific purposes by formal action, such as by ordinance or resolution, or approval through adoption of this policy with the biennial budget. These committed amounts may not be used for any other purpose unless the City Council removes or changes the specified use through the same level of formal action. City Council action to commit fund balance shall occur within the fiscal reporting period; however the amount can be determined subsequently.

- General Fund Emergency Contingency: The City's General Fund shall maintain an emergency contingency. The contingency shall be calculated by taking 5% of General Fund and Library Fund's budgeted expenditures and any capital project budget carryovers. Budgeted expenditures will be those budgeted in the upcoming fiscal year. General Fund emergency contingencies shall be used only with City Council approval for:

    1. Emergencies (e.g., natural disasters such as fires, floods, or earthquakes or other catastrophic events) that are nonrecurring expenditures.

    2. Required to maintain essential services in a severe, short-term fiscal crisis when revenues are insufficient.

- Working Capital Reserve: The City's General Fund shall maintain a working capital reserve. This shall be calculated by taking 15% of General Fund and Library Fund's budgeted expenditures and any capital project budget carryovers. Budgeted expenditures will be those budgeted in the upcoming fiscal year. General Fund working capital contingencies shall be used only with City Council approval for:

    1. Emergencies (e.g., natural disasters such as fires, floods, or earthquakes or other catastrophic events) that are non-recurring expenditures should the Emergency Contingency be insufficient.

    2. Required to maintain essential services in a severe, long-term fiscal crisis (more than three years) when revenues are insufficient.

    3. Unexpected major capital investment requirement that was not included in other committed or assigned fund balance components.

- Capital, Maintenance, and Grant Projects: Appropriations approved in the biennial Capital Improvement Program Budget.

- Endowments: $8.0 million committed to the Endowment Fund with interest earnings committed to fund the City's annual Social Services, Community Events, and Sports Endowment grants and any future endowments established by City Council action.

***Assigned Fund Balance*:** The City Council delegates the authority to assign fund balance to the City Manager, for intended specific purposes. The following assignments are established and may be modified by the City Manager as deemed appropriate.

- Encumbrances: Encumbrance balances that are not included in restricted or committed fund balance shall be considered assigned and will be reported by function.

- Continuing Appropriations: Fund balance levels sufficient to meet funding requirements for projects approved in prior fiscal years and which are carried forward into the new fiscal year. Continuing appropriations will be reported by function.

- Public Building/Infrastructure Replacement/Maintenance Reserve: Assigned for future building and infrastructure replacement and maintenance projects as identified in the Capital Improvement Plan but not included in the City Council approved Budget and/or as future project requirements are identified.

- Contingency for Legal Settlements: Assigned for legal settlements that may exceed the City's actuarially determined annual accrued liability in the General Liability Internal Service Fund determined based on ongoing litigation.

- Compensated Absences: Assigned for unused vacation and miscellaneous leave hours earned by City employees at the employees' hourly rate.

- Debt Service: Assigned to provide for future debt service obligations.

***Unassigned Fund Balance*:** These are residual positive net resources of the General Fund in excess of what can properly be classified in one of the other four components. The General Fund is the only fund that may report a positive (surplus) unassigned balance. Conversely, any governmental fund in a negative (deficit) position could report a negative amount of unassigned fund balance.

Surplus: Since a surplus does not represent a recurring source of revenue, it shall not be used to fund a recurring expense; however, the surplus may be appropriated for use to fund a one-time expenditure or use not already funded through an appropriation. If it is determined there is an operating surplus:

1. The City Council delegates the authority to the City Manager, at his/her discretion, to:

    a) Transfer 10% of unassigned fund balance, not to exceed $100,000, to the Community Recreation and Open Space Endowment Fund (CROSEF). Transfer will be processed in the new fiscal year based on the prior year actuals.

2. The City Council may appropriate funds for the following nonrecurring purposes:

    a) Capital improvements and purchases. Surplus funds may be used for capital improvements and equipment purchases that are not financed with borrowings or other contributions.

    b) Elimination of unfunded liabilities related to the City's Post-Employment Benefits. Any surplus may be transferred to reduce the unfunded liability in the Pension Fund, or California Employer's Retiree's Benefits Trust Fund (CERBT), and/or any other fund initiated by the City to provide post-employment benefits.

    c) Reduction or avoidance of debt. If there is short-term debt within the General Fund, the surplus may be applied to reduce, or eliminate, the debt if determined to be advantageous for the City. If a borrowing is scheduled, the surplus may be used to reduce the principal amount the City needs to obtain if determined to be advantageous for the City.

    d) Tax, fee, or rate stabilization. Surplus funds may be assigned for a stabilization fund in order to avoid raising taxes, fees, or rates related to the fund in subsequent years.

Deficit: If it is determined there is a deficit in the General Fund, the deficit shall be restored through the following mechanisms, in order of priority:

1. Reduction of assigned fund balance levels

2. Committed fund balance levels

3. Transfer of unassigned fund balances from other related funds where legally permissible.

Funds:

1. General Fund: City's primary operating fund accounts for all financial resources of the City except those required to be accounted for in another fund.

2. Special Revenue Funds: Account for specific revenues that are legally restricted to expenditures for particular purposes.

3. Debt Service Funds: Account for the accumulation of resources and payment of principal and interest of the Public Finance Authority or Redevelopment Agency (RDA). City will maintain sufficient reserves in its debt service funds that will equal, or exceed, the reserve fund balances required by bond covenants.

4. Capital Projects Funds: Established on a project length basis and are used to account for revenues and expenditures during the construction/acquisition of major capital facilities and

projects. These funds are financed mainly by borrowings and contributions, and are not used to accumulate resources for future capital improvements, and therefore will not be used to build up reserves.

5. Enterprise Funds: Business-type activities intended to recover all or significant portion of their costs through user fees and charges. Net assets are restricted to the fund's stated purpose.

6. Internal Service Funds: Established on a cost reimbursement basis and should only be used to account for the payments of the City's self-insurance programs. Revenues are received by charging the other funds and departments of the City. The City will maintain positive net assets in each of the internal service funds. When an internal service fund accumulates net assets greater than the actuarially required level, the City may transfer any or all of the excess to other operating funds, as deemed necessary.

7. Agency Funds: Account for the resources held by the City in a fiduciary capacity for individuals, governmental entities, and others.

Fund Balance Classification:
The accounting policies of the City consider restricted fund balance spent first when expenditure is incurred for purposes for which both restricted and unrestricted fund balance are available. Similarly, when an expenditure is incurred for purposes for which amounts in any of the unrestricted classifications of fund balance could be used, the City considers committed amounts to be reduced first, followed by assigned amounts and then unassigned amounts.

Annual Reporting and Periodic Review:
Before completion of the City's Comprehensive Annual Financial Report, the Finance Director shall prepare a Fund Balance Status Report as part of the City's financial reporting process. At least every two years, the City Council will affirm or revise the Policy including the percentage range established by the components described herein (usually during the biennial budget process).

City of Thousand Oaks

Administrative Policies and Procedures

SUBJECT: City Accounting Policy	**APP NO.:** 14.001 **Submission Date:** 7/13/05 **Revision Dates:** 12/15/05, 8/14/08, 9/24/13	**AUTHORITY:** City Manager **Adoption/Approval Date:** **Revision Dates:**
DEPARTMENT: FIN		

PURPOSE:
Establish guidelines for maintenance of City Accounting Records.

DIRECTIVE:
The City's accounting records are maintained in full accordance with Generally Accepted Accounting Principles (GAAP), as established by the Government Accounting Standards Board (GASB). Government fund types (General Fund, Special Revenue Funds, Capital Project Funds and Debt Service Funds), agency funds and expendable trust funds are maintained via a modified accrual* basis of accounting. Proprietary fund types (Enterprise Funds and Internal Service Funds) and nonexpendable trust funds are maintained via an accrual basis** of accounting.

***Modified Accrual:** An adaptation of the accrual basis of accounting for governmental fund types. Revenues and other financing resources are recognized when they become available to finance expenditures of the current period. Expenditures are recognized when the fund liability is incurred.

****Accrual Basis:** Sometimes called "full accrual" basis. A basis of accounting in which revenues are recognized when earned regardless of when they are received and expenses are recorded at the time the liability is incurred, regardless of when it is paid.

Cost Allocation Plan
The annual Citywide Cost Allocation Plan (Plan) identifies the cost of administrative support for all City departments and special funds. Uses of the plan include:

1. To ensure all direct and indirect costs associated with providing services are included in the calculation of user fees and charges. For example, the Plan is the basis for the indirect cost component of the fully burdened hourly rate used to calculate the cost of City staff providing fee services.

2. To develop the Federally-approved A-87 overhead rate.

3. To charge administrative support costs to the enterprise, Redevelopment Agency, lighting and landscape zones, flood control zones, Mello-Roos assessment districts and Community Development Block Grant funds.

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City of Thousand Oaks

Administrative Policies and Procedures

SUBJECT: Audit Policy	**APP NO.:** 14.002 **Submission Date:** 7/13/05 **Revision Dates:** 5/28/09, 9/21/11	**AUTHORITY:** City Manager **Adoption/Approval Date:** **Revision Dates:**
DEPARTMENT: FIN		

PURPOSE:
Establish the City of Thousand Oaks' internal audit function located within the Finance Department and to set the foundation and long-term objectives for internal audit functions.

GENERAL POLICY:
It is the policy of the Finance Department to establish and support an internal audit function as an independent appraisal function to examine and evaluate organization activities as a service to management. To perform the internal audit function, internal auditors will follow the Government Auditing Standards issued by the U.S. General Accounting Office and/or the Standards for Professional Practice of Internal Auditing issued by the Institute of Internal Auditors.

Scope and Specific Activities
Overall, the internal audit function is accountable for reviewing all functions and activities related to the City of Thousand Oaks. Specific internal audit function activities include:

- Reviewing the reliability and integrity of financial information submitted by an outside entity to the City of Thousand Oaks. This includes an examination of an entity's records used in the calculation of revenue due to, or expense due from, the City of Thousand Oaks.
- Determining whether City programs achieve desired objectives. This may provide information on the need for changing, deleting, or modifying programs or certain elements through additional legislation.
- Determining the extent to which legislative policies are being implemented. Revision of legislative policies may be necessary if they are found to be inappropriate or inadequate.
- Providing support to City management in the development and ongoing evaluation of internal control systems.
- Performing operational audits to ensure the City is maintaining proper internal controls, at a reasonable cost, and is in compliance with established policies/procedures.
- Performing operational audits to evaluate the efficiency and effectiveness of City activities and functions.
- Performing special audits at the request of City management.
- Submitting timely reports at the conclusion of each internal audit to the Finance Director (copies sent to City). Following-up on previously issued audit reports with findings within three to six months after corrective action has been taken.
- Submitting an Internal Audit Plan each fiscal year. The audit plan includes audit areas scheduled during the fiscal year and preliminary time requirements to complete an audit area. Although every effort is made to complete the planned audit, delays do occur and may result in an audit area maintaining a "planned" status in a future year.
- Obtaining technical training or professional assistance needed to maintain/enhance the knowledge, skill and discipline essential to the performance of internal and external audits.

- Monitoring Federal Grant information needed to satisfy single Audit requirements and coordinate with External Auditors on matters related to the Single Audit Act.
- Developing a Fiscal Year Audit Summary Report at the conclusion of each fiscal year that identifies audits performed with the actual time requirements, results of audits, and a summarization of audit findings. The summary report will also identify audit-related concerns or problems encountered during the fiscal year that may require management discussion.

Authority/Restrictions Statement

Authorization is granted for full and complete access to documents (either manual or electronic), personnel and physical properties relevant to any subject under review. Documents and information given to internal auditors during a periodic review will be handled in the same prudent manner as by those employees normally accountable for them. Note that internal auditors have no operating responsibilities or authority over any activities reviewed. Auditors should not develop and install procedures, prepare records or engage in activities that would normally be reviewed by internal auditors.

Independence Statement

The internal audit function will be organizationally included in the Finance Department. Although this organization structure is not completely independent, the following considerations promote an independent internal appraisal audit function:

1. A solid line to the Finance Director (executive management) to assure consideration of audit findings and recommendations;
2. Copies of audit reports submitted to the City Manager;
3. Compliance with Government Auditing Standards promulgated by the United States General Accounting Office and/or Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors;
4. Objectivity by the auditor (an independent mental attitude essential in the performance of audits).

Reporting/Follow-Up Statement

A written report will be prepared by the internal auditor, reviewed by the Finance Director with copies sent to the City Manager. If the audit is related to an internal activity, the management will respond within 30 days and forward a copy to those included in the distribution list. Responses will indicate what actions were taken in regard to specific findings and recommendations in the internal audit reports. If appropriate, a timetable for the anticipated completion of these actions will be included. If the audit report is related to an outside organization (i.e., Franchise Tax Audit), the internal auditor should follow up to ascertain that appropriate action is taken on reported audit findings.

Relationship with External Auditors

The objectives of internal auditing are different from those of an external auditor; however, certain audit work done by the two groups is similar in nature. Therefore, internal audit activities will be coordinated with the city's external auditors to ensure that optimum audit coverage is obtained at a minimum cost.

City of Thousand Oaks

Administrative Policies and Procedures

SUBJECT: Fixed Asset Replacement	**APP NO.:** 14.008 **Submission Date:** 7/13/05 **Revision Dates:** 11/17/06, 8/14/08	**AUTHORITY:** City Manager **Adoption/Approval Date:** **Revision Dates:**
DEPARTMENT: FIN		

PURPOSE:
To reduce the financial impact on departments when replacing costly equipment by setting aside funds over the life of the equipment being replaced.

POLICY:
Equipment eligible for Fixed Asset Replacement (FAR) funding must meet the capitalization requirements under the City's Capital Improvement Program policy and must replace equipment that is no longer in service due to trade-in, disposal, theft, or transfer to a City storage facility pending disposal.

FAR, for qualifying assets, is calculated by adding 25% to the cost of the equipment (for inflation) to estimate the replacement cost of the asset at the end of its useful life and is allocated to departments over the standardized useful life of the asset.

Use of Available Funds
New equipment can be purchased using FAR "retired equipment reserve", if available. This reserve occurs when assets are deleted from inventory upon being surplused or salvaged and are not replaced.

When equipment is to be removed from inventory, the following action should be taken:

1. **Surplus Equipment (no longer in use/storage)** – complete a Surplus Property Form and forward to the Finance Department's Purchasing Division.
2. **Scrapped or Stolen Equipment** – Prepare a memo and forward to the Finance Department's Purchasing Division, identifying the equipment scrapped or stolen by equipment number.
3. **Salvaged Equipment** – Submit the check or monies received to the Finance Department's Accounting Division with a memo identifying the salvaged equipment by number.
4. **Traded-In Equipment** – Will be identified by the Finance Department through Accounts Payable processing at the time the new equipment is acquired.

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City of Thousand Oaks
Administrative Policies and Procedures

SUBJECT: Investment Policy	APP NO.: 14.012	AUTHORITY: City Council
DEPARTMENT: FIN	Submission Date: 07/13/05 Revision Dates: Revised Annually; see file for previous revision dates	Adoption/Approval Date: Revised Annually; 01/13/15 Revision Dates:

1.0 Purpose

This policy is intended to provide guidelines for the prudent investment of the City's funds and to enhance the economic status of the City while protecting its pooled cash. Funds will be invested in accordance with this policy and with applicable sections of the California Government Code.

2.0 Scope

This policy applies to all financial assets of the City which are included in the City's Comprehensive Annual Financial Report (CAFR) except for the proceeds of City bond issues which are invested in accordance with the applicable trust indenture or fiscal agent agreement, the City's Hourly/Part-time Employee Retirement Plan which is invested in accordance with its trust fund agreement, and the City's Postemployment Benefits Plan which is invested in accordance with the Agreement and Election executed by the City.

The City funds subject to this policy are: General Fund, Special Revenue Funds, Debt Service Funds, Capital Project Funds, Enterprise Funds, Internal Service Funds, Trust and Agency Funds, and any other fund authorized by the City Council, unless specifically exempted.

The City is acting as successor agency to the former Thousand Oaks Redevelopment Agency pursuant to AB X1 26. In keeping with the elimination and wind down of redevelopment, redevelopment funds have been invested separately from other City funds in liquid investments.

All monies except for redevelopment funds shall be pooled for investment purposes. The investment income derived from the pooled investment account shall be allocated to the contributing funds based upon the proportion of the respective average balances relative to the total pooled balance in the portfolio. Investment income shall be distributed to the individual funds not less than annually.

3.0 Objectives

The primary objectives of the City's investment activities, in priority order, shall be:

3.1. **SAFETY**: Preserving and protecting capital is the foremost objective of the investment program. Investment activities shall be undertaken in a manner that seeks to ensure the preservation of capital. Diversification of the portfolio will spread credit risk over a variety of authorized investment types.

3.2. **LIQUIDITY**: The City's investment portfolio shall remain sufficiently liquid to enable the City to meet all operating requirements which can be reasonably anticipated.

3.3. **YIELD** (Return on Investments): The City's investment strategy shall be designed with the objective of obtaining a market rate of return over budgetary and economic cycles while complying with the list of authorized investments.

4.0 Delegation of Authority/Procedures

Authority to manage the City's investment program is derived from State of California Government Code Section 53607 and City of Thousand Oaks Ordinance 889-NS. Management responsibility for the investment of City funds is delegated annually by City Council to the City Treasurer who shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate investment officers.

The Treasurer may authorize a Deputy Finance Director to act as the Treasurer's deputy in performing the Treasurer's functions and duties under this policy. The Treasurer may authorize a manager in the Finance Department to execute transactions as prescribed by the Treasurer in the absence of the Treasurer and Deputy Finance Directors. When acting as the Treasurer's deputy as provided in this paragraph, the deputy shall be subject to the same limitations, obligations, and requirements as the Treasurer.

The Treasurer shall establish written investment procedures for the operation of the investment program consistent with this policy. The procedures should describe custody/safekeeping agreements, repurchase agreements, wire transfer agreements, banking services agreements, cash flow forecasting and collateral/depository agreements. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Treasurer.

5.0 Prudence

The standard of prudence to be used for managing the City's investments shall be California Government Code Section 53600.3, the prudent investor standard, which states "when investing, reinvesting, purchasing, acquiring, exchanging, selling, or managing public funds, a trustee shall act with care, skill, prudence, and diligence under the circumstances then prevailing, including, but not limited to, the general economic conditions and the anticipated needs of the agency, that a prudent person acting in a like capacity and familiarity with those matters would use in the conduct of funds of a like character and with like aims, to safeguard the principal and maintain the liquidity needs of the agency."

The standard of prudence to be used by City staff shall be applied in the context of managing the overall portfolio. City staff acting in accordance with written procedures and this policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes. City staff shall ensure that deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

6.0 Ethics and Conflicts of Interest

City staff involved in the investment program shall refrain from personal business activity that could conflict with the proper execution of the investment program activities, or which could impair the ability to make impartial investment decisions. City staff shall disclose to the City Manager and on the annual Statement of Economic Interest Form any material financial interests in financial institutions that conduct business with the City, and they shall disclose any material personal financial/investment positions that could be related to the City's investment performance.

7.0 Providers of Financial Services

The Treasurer shall maintain a list of financial institutions formally authorized to provide investment services. The City shall enter into formal contracts for banking services, safekeeping services and investment advisory services.

7.1. Authorized Broker/Dealers

The Treasurer shall formally authorize investment broker-dealers to provide investment services to the City. Investment brokers-dealers may be primary dealers or regional brokers with branch offices in the State of California performing the transactions with the City. Broker-dealers must complete a broker-dealer statement of qualifications before being approved by the Treasurer and execute a certification that the broker-dealer's employees and supervisory personnel have read and understand the City's investment policy. The Treasurer may conduct periodic reviews of the approved list of investment broker-dealers.

7.2. Contracted Investment Advisor Services

The City may engage the support services of outside investment advisors in regard to its investment program, so long as it can be clearly demonstrated that these services produce a net financial advantage or necessary financial protection of the City's financial resources. Investment advisors shall follow this policy, State law and other such written instructions as provided by the Treasurer.

7.3. Safekeeping and Custody

The Treasurer shall select one or more financial institutions to provide safekeeping and custodial services for the City in accordance with the provisions of Section 53608 of the California Government Code.

The purchase and sale of negotiable securities and repurchase agreement transactions shall be settled on a delivery versus payment basis. Negotiable securities purchased by the City will be delivered by book entry and will be held in third-party safekeeping by a City approved custodian bank, its correspondent bank or its Depository Trust Company (DTC) participant account.

Non-negotiable investments such as money market funds, mutual funds, collateralized bank deposits, county investment pools, joint powers authority agreements, and LAIF will be in the name of City with statements and/or receipts evidencing investment.

8.0 Authorized Investments

All investments and deposits of the City shall be made in accordance with California Government Code Sections 16429.1-16429.4, 53600-53610 and 53630-53686, except that pursuant to California Government Code Section 5903(e), proceeds of bonds and any moneys set aside or pledged to secure payment of the bonds may be invested in securities or obligations described in the ordinance, resolution, indenture, agreement, or other instrument providing for the issuance of the bonds. Any revisions or extensions of the above referenced code sections will be assumed to be part of this policy immediately upon being enacted. However, in the event that amendments to these sections conflict with this policy and past City investment practices, the City may delay adherence to the new requirements when it is deemed in the best interest of the City to do so, and only if such amendments are not

mandatory. In such instances, after consultation with the City Attorney, the Treasurer will present a recommended course of action to the City Council for approval.

Percentage limitations and rating requirements, where indicated, apply at the time of purchase. Although minimum ratings listed use Standard and Poor's rating scale, an equivalent rating from another nationally recognized rating organization is acceptable. Appendix A provides a comparison of the different credit ratings. Securities that have been downgraded to a level that is below the minimum ratings described herein may be sold or held at the City's discretion. The portfolio will be brought back into compliance with policy guidelines as soon as it is practical. Maximum maturity limits are from date of settlement. Investments with maturities exceeding five years require either specific authorization by the City Council or approval by the City Council as part of an investment program no less than three months prior to purchase.

8.1. City Authorized Investments

Authorized Investment	Govt. Code	Maximum Percentage	Maximum Maturity	Minimum Quality [1]	Other Constraints
U.S. Treasury Obligations	53601(b)	• No Limit	5 Years	None	Notes, bonds, bills.
U.S. Agency Obligations	53601(f)	• No Limit	5 Years	None	Federal agency or U.S. government sponsored enterprise obligations, participations, or other instruments.
City of Thousand Oaks Bonds	53601(a)	• No Limit	5 Years	None	
State Obligations (CA and others)	53601(c) and (d)	• No Limit	5 Years	Underlying A, A-1	• Registered state warrants, treasury notes or bonds of California. • Registered treasury notes or bonds from any of the other 49 states.
California Local Agency Bonds	53601(e)	• No Limit	5 Years	Underlying A, A-1	Bonds, notes, warrants or other evidences of indebtedness of any local agency within California.
Corporate Medium Term Notes	53601(k)	• 30% of portfolio • 5% single issuer	5 Years	A	Issued by • domestic corporations or • depository institutions licensed by the United States or any state and operating in the United States.

Authorized Investment	Govt. Code	Maximum Percentage	Maximum Maturity	Minimum Quality [1]	Other Constraints
Negotiable Certificates of Deposit	53601(i)	• 10% of portfolio • 5% single issuer	5 Years	A	• Issued by nationally or state-chartered banks; savings or federal associations; state or federal credit unions; or federally licensed or state licensed branches of foreign banks. and • Per 53638 deposits may not exceed bank shareholder equity; total net worth of depository savings or federal association; unimpaired capital and surplus of a credit union; unimpaired capital and surplus of industrial loan companies
Supranationals	53601(q)	• 15% of portfolio • 5% single issuer	5 years	AAA	U.S. dollar denominated senior unsecured unsubordinated obligations issued by or unconditionally guaranteed by: • International Bank for Reconstruction and Development • International Finance Corporation • Inter-American Development Bank
Bankers' Acceptances	53601(g)	• 40% of portfolio • 5% single issuer	180 Days	A-1	
Commercial Paper	53601(h)	• 25% of portfolio • 5% of the outstanding commercial paper from an single issuer	270 Days	A-1	• Corporation must be organized and operating within the United States; have assets in excess of $500 million; and have at least an A rating on its long term debt, if any; or • Corporation must be organized within the United States as a special purpose corporation, trust, or limited liability company; have programwide credit enhancements including, but not limited to overcollateralization, letters of credit or a surety bond.
Repurchase Agreements	53601(j)	No Limit	30 Days	N/A	• Subject to a Master Repurchase Agreement with a Primary Dealer approved by City Council; • Comply with Government Code 53601 (j).

Authorized Investment	Govt. Code	Maximum Percentage	Maximum Maturity	Minimum Quality [1]	Other Constraints
Bank Deposits – Collateralized or FDIC Insured	53630 et seq.	No Limit	5 Years	Satisfactory rating from national bank rating service and from CRA review.	• Amounts up to $250,000 per institution are insured by the FDIC; • Amounts over the insurance limit must be placed with financial institutions participating in the California Local Agency Security Program, providing for collateralization of public funds. • Per 53638 deposits may not exceed bank shareholder equity; total net worth of depository savings or federal association; unimpaired capital and surplus of a credit union; unimpaired capital and surplus of industrial loan companies. • Treasurer may waive collateral for the portion of any deposits insured pursuant to federal law. • The use of private sector entities authorized by 53601.8 to assist in the placement of deposits are NOT permitted.
Local Agency Investment Fund ("LAIF")	16429.1 et seq.	As permitted by LAIF	N/A	N/A	
County Pooled Investment Funds	53684	• 20% of portfolio	N/A	None	
Joint Powers Authority Pool	53601(p)	• 15% of portfolio • 10% from single pool or maximum allowed by JPA whichever is less	N/A	None	JPA must be • organized pursuant to Section 6509.7; • invest in securities in 53601 subdivisions (a) to (o); and • retain investment advisor register or exempt from registration with the SEC, with at least 5 years experience, and has assets under management in excess of $500 million.
Money Market Funds	53601(l)	• 15% of portfolio	N/A	Fund must either have the highest ranking by not less than 2 NRSROs	Retain an investment adviser registered or exempt from registration with the SEC with 5 years' experience managing money market funds in excess of $500 million.

Authorized Investment	Govt. Code	Maximum Percentage	Maximum Maturity	Minimum Quality [1]	Other Constraints
Mutual Funds	53601(l)	• 15% of portfolio • 5% from single mutual fund company	N/A	Fund must either have the highest ranking by not less than 2 NRSROs	• Fund must invest in securities that comply with the investment restrictions of 53601 (a) through (k) and (n) through (o); and • Retain an investment adviser registered or exempt from registration with the SEC with 5 years' experience managing money market funds in excess of $500 million.

[1] Standard and Poor's rating system is used for minimum quality requirements. An equivalent rating from another nationally recognized rating organization is acceptable. Appendix A. provides a comparison of the different credit ratings.

9.0 Ineligible Investments

Investments not described above as authorized investments are ineligible for purchase. The policy specifically prohibits the investment of any funds in common stock, financial futures, options, inverse floaters, range notes, or mortgage-derived, interest-only strips. Government Code Section 53601.6 also prevents the investment in any security that could result in zero interest accrual if held to maturity. The limitation in this Section does not apply to investments in shares of beneficial interest issued by diversified management companies registered under the Investment Company Act of 1940 that are authorized pursuant to Government Code Section 53601(l).

10.0 Collateralization

Collateralization is required on two types of investments: bank deposits in excess of the current insurance limit and repurchase agreements.

Bank deposits in excess of $250,000, or the current prevailing U.S. government insurance guarantee, may only be invested with financial institutions which participate in the California Local Agency Security Program (LASP) administered by the California Department of Financial Institutions. LASP provides for collateral requirements, oversight and monitoring, and reporting by financial institutions.

Collateral is also required for repurchase agreements. The market value of securities that underlie a repurchase agreement shall not be allowed to fall below 102% of the value of the repurchase agreement and the value shall be adjusted no less than quarterly. Securities that can be pledged for collateral shall consist only of securities permitted in this policy.

11.0 Investment Pools

Investment pools include LAIF, county pooled investment funds, and shares of beneficial interest (mutual funds, money market funds, and joint powers authority pools). A thorough investigation of any pool or fund is required prior to the City's investment and on a periodic basis while funds are invested. The investigation will include review of the following items:

- Eligible investments;
- Investment policy and/or investment objectives;
- Interest calculation, distribution, and treatment of gains/losses;
- Schedule for receiving statements and portfolio listings;
- Fees.

12.0 Review of Portfolio

The securities held by the City must be in compliance with the authorized investments in Section 8.0 at the time of purchase. Because the City is a buy and hold investor, some securities may not comply with this section subsequent to the date of purchase. The Treasurer shall at least quarterly review the portfolio to identify those securities that do not comply and establish procedures to report these securities to the City Council and the Investment Review Committee.

13.0 Competitive Bidding

It is preferred that investment purchases be made through a competitive bidding process with three quotes. This policy, however, recognizes that competitive bidding is not always applicable or practical. If the City is offered a security for which there is no other readily available competitive offering, then quotes for comparable or alternative securities will be documented.

14.0 Diversification

The Treasurer shall diversify the investment portfolio by security type, institution and maturity. The restriction on concentration in a single security type or institution is detailed in Section 8.0.

15.0 Maturities

Individual investments within the investment portfolio are limited to a maximum of five years except where further limited by State Law and/or this policy. The City is a "buy and hold" investor whereby securities are purchased with the intent of being held until maturity. Maturities will be matched with the City's cash flow requirements. After cash flow requirements are met, investment considerations will include seeking additional yield that may be available in the market.

16.0 Internal Controls

The City Treasurer shall maintain a system of internal controls designed to prevent losses due to fraud, employee error, imprudent actions by employees, misrepresentation by third parties or unanticipated changes in financial markets.

The City Manager's Office, at least quarterly, shall randomly select line items from the investment report and send the City's custodian or investment provider an independent confirmation letter to verify information about the investment.

Annually, the City's independent auditor will conduct an independent review of investment records and verify the investments have been made in accordance with this policy.

17.0 Performance Standards

The investment portfolio shall be managed to obtain a reasonable rate of return while preserving capital and meeting cash flow needs. The City's investment strategy is passive with investments generally held to call or maturity. Given this strategy and the policy objectives, the basis used to determine whether market yields are being achieved shall be the average daily yield for the preceding quarter of three month Treasury bills for the liquid portion of the portfolio and the three year U.S. Treasury note for the short-term portion of the portfolio.

18.0 Investment Review Committee

In 1997 an investment committee consisting of five members appointed by the City Council was established to act as an advisory committee to Council. The Investment Review Committee periodically monitors and reviews the Treasurer's compliance with the investment policy. In addition, the committee reviews modifications and recommends amendments to the investment policy. The Treasurer is not a member of the committee but serves in a staff and advisory capacity. The committee meets at least quarterly.

19.0 Reporting

Within 30 days of the end of each month, the Treasurer shall submit the monthly investment report to the City Manager and City Council. At the end of each quarter, the report is presented to the Investment Review Committee at its meeting.

The report shall list each investment by investment category and include: (1) purchase and maturity dates, (2) yield, (3) original cost, (4) par value, and (5) market value. In addition, the report will provide a weighted average yield of the portfolio, the weighted average maturity of the portfolio and the monthly investment transactions.

20.0 Policy Adoption

The investment policy should be presented to the City Council on an annual basis. Any changes to this policy shall be considered by City Council at a public meeting.

21.0 Glossary

Agencies: Securities issued by federally related institutions and/or U.S. government-sponsored entities such as FHLB, FHLMC, FNMA.

Bankers' Acceptance (BA): Time draft drawn on and accepted by a bank for a specified amount payable on a specified date. Generally drawn for effecting payment for merchandise sold in import-export transactions. The BA is collateralized by commodity products.

Benchmark: A comparative base for measuring the performance or risk tolerance of the investment portfolio. A benchmark should represent a close correlation to the level of risk and the average duration of the portfolio's investments.

Bond Discount: When a bond is sold at a price below its par value.

Bond Rating: Letter classification of a bond's investment quality provided by nationally recognized rating organization.

Bond: Interest-bearing security issued by a corporation, government, government sponsored enterprise, which can be executed through a bank or trust company. The issuer covenants through an indenture or offering memorandum to pay to the bond holder periodic interest payments and principal at maturity. The bond may be secured by specific assets of the issuer or the general credit of the issuer.

Broker-dealer: Individual or firm which acts as a principal in security transactions. The City only conducts transactions with approved broker-dealers who meet the requirements of the investment policy.

Callable Bond or Note: Embedded option allowing the issuer to redeem the bond or note prior to its stated maturity.

Certificate of Deposit: Debt instrument issued by a bank or other financial institution that pays interest over a fixed term to maturity.

Collateral: Securities which a borrower pledges for the repayment of a loan or securities lending transaction. Also refers to securities pledged by a bank to secure deposits of public monies.

Collateralized Mortgage Obligation Securities (CMOs): Mortgage securities consisting of "pools" of real estate properties. These securities are broken into individual pools or sectors by maturity date called tranches.

Commercial Paper: Short term, unsecured, negotiable promissory notes issued by domestic corporations.

Community Reinvestment Act (CRA): Act intended to encourage depository institutions to meet the credit needs of the communities in which they operate, including low and moderate income neighborhoods. The Act requires that each depository institution's record in helping meet the credit needs of its entire community be evaluated periodically. CRA examinations are conducted by the federal agencies that are responsible for supervising depository institutions.

Comprehensive Annual Financial Report (CAFR): The official annual financial report for the City of Thousand Oaks.

County Pooled Investment Funds: The aggregate of all funds from public agencies placed in the custody of the county treasurer or chief finance officer for investment and reinvestment.

Credit Risk: The risk that an issuer will default in the payment of interest or principal due on a security.

Debenture: Bond or note secured by the general credit of an issuer.

Delivery vs. Payment (DVP): Method of delivering securities. The purchased securities and the related payment are delivered by the buyer and seller to a third party custodian who settles the transaction and maintains custody of the security on behalf of the purchaser.

Discount: When securities are sold below its par value. Some new issue securities such as Agency discount notes and U.S. Treasury Bills are sold at a discount to the par value and the purchaser receives the par value at maturity.

Diversification: Process of investing assets among a range of security types by sector and maturity.

Federal Deposit Insurance Corporation (FDIC): Federal Agency that guarantees funds on deposit in member banks, typically up to $250,000 or as determined by the FDIC.

Federal Home Loan Banks (FHLB): Provides credit and liquidity in the housing market. FHLB issues discount notes and bonds.

Federal Home Loan Mortgage Association (FHLMC or Freddie Mac): Publicly owned, government-sponsored corporation established to provides credit and liquidity in the housing market. Issues discount notes, bonds and mortgage pass-through securities.

Federal National Mortgage Association (FNMA or Fannie Mae): Publicly owned, government-sponsored corporation established to provide credit and liquidity in the housing market. Issues discount notes, bond and mortgage pass-through securities.

Government National Mortgage Association (GNMA or Ginnie Mae): Issues mortgage pass-through securities, which are guaranteed by the full faith and credit of the U.S. Government.

Government Bonds ("Governments"): Securities issued by the U.S. Treasury and backed by the "full faith and credit' of the U.S. Government.

Indenture or Fiscal Agent Agreement: Contract between an issuer, trustee or fiscal agent for the holders of an issuer's securities.

Interest Rate: The annual rate of interest received by an investor from the issuer for a security. Also known as "coupon rate".

Investment Portfolio: Collection of securities held by the City for investment purposes.

Investment Review Committee (IRC): Five member committee appointed by the City Council. The IRC meets quarterly and reviews reports prepared by the City Treasurer.

Joint Powers Authority Pool: An entity formed by two or more public authorities, operating collectively may issue shares of beneficial interest to participating agencies.

Liquidity: The ability of the City Treasurer to meet the City's cash flow and expenditure requirement by liquidating securities in the Investment Portfolio.

Local Agency Investment Fund (LAIF): Investment pool maintained by the California State Treasurer for investment by local agencies.

Local Agency Security Program (LASP): Under California code, financial institutions that accept local agency deposits must participate in the LASP. The program provides for collateralization of deposits and reporting requirements.

Market Risk: The risk that the value of a security will rise or decline as a result of change in market conditions.

Market Value: The price at which a security is trading and could presumably be purchased or sold.

Master Repurchase Agreement: Agreement under which a buyer and seller execute Repurchase Agreements. The agreement covers ownership of securities, custody and remedies from default.

Maturity: The date that the principal of a security is due and payable.

Medium Term Notes (MTN): Unsecured, investment-grade senior debt securities of major corporations that are sold either on a continuous or an intermittent basis. MTNs are highly flexible debt instruments that can be structured to respond to market opportunities or investor preferences.

Minimum Quality: The lowest acceptable rating of an investment issued by a Nationally Recognized Statistical Rating Organization indicating creditworthiness.

Money Market Fund: A mutual fund with investments directed in short-term money market instruments such as bankers' acceptances, commercial paper, repurchase agreements and government bills. The fund's objective is to maintain a net asset value (NAV) per share of $1.00. Registered with the Securities and Exchange Commission under the Investment Act of 1940.

Money Market Instruments: Corporate and government obligations of one year or less. These include U.S. Treasury Bills, Agency Discount Notes, Commercial Paper, Bankers' Acceptances and Mutual Funds.

Mortgage-Backed Securities (MSB): A debt instrument with a pool of real estate loans as the underlying collateral. The mortgage payments of the real estate assets are used to pay the principal and interest.

Mortgage Pass-Through Obligations: A securitized participation in the principal and interest cash flows from a specified pool of mortgages. Principal and interest payments made on the mortgages are passed through to the holder of the security.

Mutual Funds: Pools of money that are managed by an investment company. Investors are offered a variety of goals, depending on the fund and its investment charter. Must invest in securities and obligations as authorized by California Government Code Section 53601 subdivisions (a) through (k) or (m) through (n).

Nationally Recognized Statistical Rating Organizations (NRSRO): A SEC registered agency that assesses the creditworthiness of an entity or specific security. NRSRO typically refers to Standard and Poor's Rating Service, Fitch, Inc. or Moody's Investors Services.

Non Callable: Security that does not have an embedded option allowing the issuer to redeem or call the security prior to its stated maturity date. Sometimes referred to as bullets.

Options: Provision of a security allowing the issuer or holder to exercise the option at their discretion.

Original Cost: The price paid for a security.

Par Value: The face value of a security expressed as a dollar amount. This is the amount due at maturity.

Portfolio: The combined holding of more than one investment or other asset by investor; collection of investments.

Premium: The amount by which the price paid for a security exceeds its par value.

Primary Dealer: Usually refers to the select list of securities firms that are authorized to deal in new issues of government bonds.

Principal: The face or par value of a security. It does not include interest.

Prospectus: Document prepared by an issuer prior to the sale of new securities. The prospectus discloses facts and information about the issuer and the underlying security for the bonds or notes being issued.

Prudent Investor Standard: A standard of conduct where a person acts with care, skill, prudence, and diligence when investing, reinvesting, purchasing, acquiring, exchanging, selling, and managing funds. The test of whether the standard is being met is if a prudent person acting in such a situation would engage in similar conduct to ensure that investments safeguard principal and maintain liquidity.

Rating: The designation used by investors' services to rate the quality of a security's creditworthiness.

Redemption: Liquidation of debt securities on the maturity date or at the issuer's option to exercise of the embedded call feature.

Reinvestment Risk: The risk that an investor will be unable to reinvest income proceeds from a security holding at the same rate of return.

Repurchase Agreement (RP or REPO): An agreement of one party (financial institution) to sell securities to a second party (local agency) and a simultaneous agreement by the first party to repurchase the securities at a specified price from the second party on demand or at a specified date.

Reverse Repurchase Agreement: An agreement of one party (financial institution) to purchase securities at a specified price from a second party (local agency) and a simultaneous agreement by the first party to resell the securities at a specified price to the second party on demand or at a specified date.

Safekeeping: Service banks offer to customers where securities are held in the bank's vaults for safekeeping.

Settlement Date: The date by which an executed security trade must be settled. That is, the date by which a buyer must pay for the securities delivered by the seller.

Supranational: An organization formed by a group of countries through an international treaty with specific objectives, such as promoting economic development.

Structured Notes: Issued by Government Sponsored Enterprises and corporations which have embedded options including call features, step up coupons, floating rate coupons and derivative based returns.

Trustee: Bank designated as the custodian of funds and the official representative for bond holders. The trustee is responsible for enforcing the provisions of the Indenture.

Treasury Bills: Short term obligation of the U.S. Treasury with a maturity of one year or less. T-Bills are sold at a discount and bear no interest.

Treasury Bonds: Long term coupon bearing obligation of the U.S. Treasury with maturities of more than 10 years,

Treasury Notes: Medium-term coupon bearing obligation of the U.S. Treasury having initial maturities from two to 10 years.

Yield: The annual rate of return on an investment, expressed as a percentage of the investment.

Appendix A

Comparison of Credit Ratings[1]

Long Term Debt Ratings

Rating/Interpretation	Standard & Poor's[2]	Moody's[3]	Fitch[4]
Best-quality Grade ("AAA")	AAA	Aaa	AAA
High-quality Grade ("AA")	AA+ AA AA-	Aa1 Aa2 Aa3	AA+ AA AA-
Upper Medium Grade ("A")	A+ A A-	A1 A2 A3	A+ A A-
Medium Grade ("BBB")	BBB+ BBB BBB-	Baa1 Baa2 Baa3	BBB+ BBB BBB-
Speculative Grade ("BB")	BB+ BB BB-	Ba1 Ba2 Ba3	BB+ BB BB-
Highly Speculative Grade ("B")	B+ B B-	B1 B2 B3	B+ B B-
Poor Grade	CCC+	Caa1	CCC
In Poor Standing	CCC CCC-	Caa2 Caa3	
Highly Speculative	CC C	Ca C	CC
Default	D		DDD DD D

Short Term/Commercial Paper Investment Grade Ratings

Rating Interpretation	Standard & Poor's	Moody's	Fitch
Superior Capacity	A-1+/A-1	P-1	F1+/F1
Strong Capacity	A-2	P-2	F2
Acceptable Capacity	A-3	P-3	F3

[1] These are general credit rating guidelines and are for information only.

[2] Ratings from AA through CCC may be modified by the addition of a plus (+) or minus (-) sign to show relative standing within the major rating categories.

[3] Ratings from Aa through Caa may be appended by the numerical modifiers 1, 2, and 3 indicating the obligation ranks at the higher end, the mid-range or lower-end of the generic rating.

[4] Ratings from AA through B may be modified by the addition of a plus (+) or minus (-) sign to show relative standing within the major rating categories.

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City of Thousand Oaks
Administrative Policies and Procedures

SUBJECT:	APP NO.:	AUTHORITY:
Debt Policy	14.007 **Submission Date:** 07/13/2005 **Revision Dates:** 01/14/2014, 08/03/2015	City Manager **Adoption/Approval Date:** **Revision Dates:**

SECTION 1 – POLICY

This Debt Policy sets forth debt management objectives for the City and establishes general parameters for issuing and administering the City's debt. It primarily addresses debt securities issued by the City in public or private bonds markets.

While this policy provides guidelines for general use, it allows for exceptions in extraordinary conditions. In the event there are proposed exceptions to Debt Policy guidelines when a bond issue is structured, those exceptions will be discussed in the applicable staff reports at the time the bond issue is docketed for City Council consideration.

This policy received the Association of Public Treasurers of the United States and Canada's Debt Policy Certificate of Excellence Award in 2014. The policy should be resubmitted periodically for peer review and certification to confirm compliance with best practices and industry standards. While a certification does not serve as a substitute for adoption by City Council, it does demonstrate staff's due diligence in the preparation and updating of the policy.

1.1. Objectives

The purpose of the policy is to assist the City in the pursuit of the following equally important objectives, while providing full and complete financial disclosure and ensuring compliance with applicable state and federal laws:

- Minimize debt service and issuance costs;
- Maintain access to cost-effective borrowing;
- Achieve the highest possible credit rating;
- Achieve full and timely repayment of debt.

1.2. Budget Integration

A bond issue can be utilized to finance a capital project. Bond proceeds are not to be used to fund operating expenses. The decision to incur new indebtedness should be integrated with the City Council adopted biennial Operating Budget and Capital Improvement Program Budget. The annual debt service payments shall be included in the Operating Budget.

1.3. Financing Priorities

The Finance Director shall be responsible for analyzing a financing proposal to determine if it is beneficial to the City and conforms to the City's long-term financial planning objectives.

An analysis of proposed debt may include:

- Confirmation that the capital project is eligible for bond financing;
- Review of all available financing instruments for the project and determination of the most cost effective option;
- Total cost of the capital project including its design, construction cost, cost of furnishings, fixtures and equipment;
- Source of revenue to fund the annual debt service;
- Analysis of the municipal bond market, including economic and interest rate trends;

- Alternative bond structures;
- Cost analysis of bond insurance;
- Timing of when the City should enter the bond market.

1.4. Former Redevelopment Agency Debt Obligations

Due to changes in the law affecting California redevelopment agencies with the passage of AB X1 26 (as subsequently amended by Assembly Bill 1484), the Thousand Oaks Redevelopment Agency was dissolved as of February 1, 2012, and its operations substantially eliminated except for the continuation of certain enforceable obligations to be administered by the City of Thousand Oaks as successor agency. The terms of AB X1 26 and subsequent legislation require successor agencies to administer the outstanding bond obligations including debt service, reserve set-asides, and any other obligations required under the bond indentures, and provide limited opportunities to refinance outstanding bonds.

1.5. Biennial Review

Recognizing that cost-effective access to the capital market depends on prudent management of the City's debt program, a biennial review of the debt policy should be performed. The debt policy will be included in the fiscal policy section of the biennial Operating Budget adopted by City Council. Any substantive changes to the policy shall be brought to City Council for consideration and approval.

SECTION 2 – METHODS OF FINANCING

The Finance Director will investigate all possible project financing alternatives including, but not limited to, bonds, loans, state bond pools, and grants. The City has also implemented an impact fee program whereby new development pays its fair share for the increased capital and operating costs that result from new construction. Although impact fee payments may be restricted to specific projects or types of projects, the use of these payments can be an important source of financing for certain capital projects.

2.1. Cash Funding

The City funds a significant portion of capital improvements on a "pay-as-you-go" basis. As part of a "pay as you go" strategy, the City will first look for grant funding for capital projects.

2.2. Interfund Borrowing

The City may borrow internally from other funds with surplus cash in lieu of issuing bonded debt. Purposes, warranting the use of this type of borrowing could include short-term cash flow imbalances due to grant terms, interim financing pending the issuance of bonds, or long-term financing in lieu of bonds for principal amounts of under $10 million. The City funds from which the money is borrowed shall be repaid with interest based upon the earning rate of the City's investment pool. The Finance Director shall also exercise due diligence to ensure that it is financially prudent for the Fund making the loan.

Interfund loans will be evaluated on a case by case basis. Any borrowing between two City funds which exceeds 24 months requires a repayment schedule approved by City Council. The purpose of interfund borrowing is to finance high priority needs and to reduce costs of interest, debt issuance and/or administration.

2.3. Bank Loans/Lines of Credit

Although the City does not typically utilize lines of credit for the financing of capital projects, financial institution credit is an option for municipal issuers and may be evaluated as a financing option.

2.4. Other Loans

The City will evaluate other loan programs, including but not limited to State loans such as the Water Resources Control Board's revolving fund loans for the construction of water and wastewater infrastructure projects.

2.5. Bond Financing

The City may issue any bonds which are allowed under federal and state law including but not limited to general obligation bonds, certificates of participation, revenue bonds, assessment district bonds, and special tax bonds.

While conduit financings do not constitute a general obligation of the issuer, the same level of due diligence prior to bond issuance is required. The City will consider requests for special district formation on a case by case basis. Special tax bonds issued on behalf of Community Facilities Districts are subject to additional policy provisions as set forth in City Council Resolution 2009-103.

Although short-term borrowing has not been part of the City's past practice, notes are common in the municipal market and may be issued by the City.

2.6. Joint Powers Authority (JPA)

In addition to some of the long and short term financing instruments described in Sections 2.1 through 2.5, the City may also consider joint arrangements with other governmental agencies when a project serves the public interest beyond City boundaries.

SECTION 3 - FINANCING TEAM – ROLES AND SELECTION PROCESS

3.1. Financing Team Definitions and Roles

The Financing Team is the working group of City staff and outside consultants necessary to complete a debt issuance including but not limited to bond counsel, disclosure counsel, underwriter, financial advisor, trustee, pricing consultant and/or arbitrage analyst.

Typically, the Finance Director, the Debt and Investment Analyst, the City Attorney, the City Manager, and appropriate Department Head(s) form the City staff portion of the Financing Team. Other staff members or designees may be appointed to the Financing Team.

3.2. Consultant Selection

The City will consider the professional qualifications and experience of consultants as it relates to the particular bond issue or other financing under consideration. In certain instances, the City will conduct a request for proposal/qualification process to select such consultants. Other professionals may be selected by the Finance Director on an as-needed basis.

If the City determines from the initial analysis phase that a negotiated sale (Section 5.1) is the best method of sale for an issue, the Finance Director shall select an underwriter and a separate financial advisor.

SECTION 4 –STRUCTURE AND TERM

4.1. Term of Debt

Debt will be structured for the shortest period possible, consistent with a fair allocation of costs to current and future users. The standard term of long-term debt borrowing is typically 15-30 years.

Consistent with its philosophy of keeping its capital facilities and infrastructure systems in good condition and maximizing a capital asset's useful life, the City will make every effort to set aside sufficient current revenues to finance ongoing maintenance needs and to provide reserves for periodic replacement and renewal. Generally, no debt will be issued for periods exceeding the useful life or average useful lives of projects to be financed.

4.2. Debt Repayment Structure

In structuring a bond issue, the City will manage the amortization of the debt and, to the extent possible, match its cash flow to the anticipated debt service payments. In addition, the City will seek to structure debt with aggregate level debt service payments over the life of the debt. Structures with unlevel debt service will be considered when one or more of the following exist:

- Natural disasters or extraordinary unanticipated external factors make payments on the debt in the early years prohibitive;

- Such structuring is beneficial to the City's aggregate overall debt payment schedule;
- Such structuring will allow debt service to more closely match project revenues during the early years of the project's operation.

4.3. Bond Maturity Options

For each issuance, the City will select serial bonds or term bonds, or both. On the occasions where circumstances warrant, capital appreciation bonds ("CABs") may be used. The decision to use term, serial or CABs is typically driven by market conditions.

4.4. Interest Rate Structure

The City currently issues securities on a fixed interest rate basis only. Fixed rate securities ensure budget certainty through the life of the issue and avoid the volatility of variable rates.

4.5. Credit Enhancement

Credit enhancement may be used to improve or establish a credit rating on a City debt obligation. Types of credit enhancement include letters of credit, bond insurance and surety policies. The Finance Director will recommend the use of a credit enhancement if it reduces the overall cost of the proposed financing or if the use of such credit enhancement furthers the City's overall financial objectives.

4.6. Debt Service Reserve Fund

Debt service reserve funds are held by the Trustee to make principal and interest payments to bondholders in the event that pledged revenues are insufficient to do so. The City will fund debt service reserve funds when it is in the City's overall best financial interest.

The size of the reserve fund is generally the lesser of 1) 10% of par, 2) 125% of average annual debt service and 3) 100% of maximum annual debt service.

In lieu of holding a cash funded reserve, the City may substitute a surety bond or other credit instrument in its place. The decision to cash fund a reserve fund rather than to use a credit facility is dependent upon the cost of the credit instrument and the investment opportunities. Additionally, the City may decide not to utilize a reserve fund if the Finance Director, in consultation with the underwriter and financial advisor, determines there would be no adverse impact to the City's credit rating or interest rates.

4.7. Call Options/Redemption Provisions

A call option or optional redemption provision gives the City the right to prepay or retire debt prior to its stated maturity date. This option may permit the City to achieve interest savings in the future through the refunding of the bonds. Often the City will pay a higher interest rate as compensation to the buyer for the risk of having the bond called in the future. In addition, if a bond is called, the holder may be entitled to a premium payment ("call premium"). Because the cost of call options can vary depending on market conditions, an evaluation of factors will be conducted in connection with each issuance. The Finance Director shall evaluate and recommend the use of a call option on a case by case basis.

4.8. Debt Limits

California Government Code Section 43605 states the City shall not incur bonded indebtedness payable from the proceeds of property tax which exceeds 15 percent of the assessed value of all real and personal property of the City. This provision, however, was enacted when assessed valuation was based upon 25 percent of market value. Effective with the 1981-82 fiscal year, each parcel is now assessed at 100 percent of market value (as of the most recent change in ownership for that parcel). In order to reflect the intent of the debt limit stipulation in Section 43605, the 15 percent has been adjusted to one-fourth of that level, or 3.75 percent, of the assessed value of all real and personal property of the City.

The cumulative annual debt service of all bond issues supported by the General Fund is restricted to no more than five percent of annual General Fund Revenue.

Bond issues supported by Enterprise Funds should maintain a minimum ratio of net operating income to annual debt service that the Finance Director concludes is beneficial to the City. Typically, the higher the ratio the better the rating and the lower the interest rate paid by the City.

4.9. Derivatives

Derivative products may have application to certain City borrowing programs. In certain circumstances these products can reduce borrowing costs and assist in managing interest rate risk. However, these products carry with them certain risks not faced in standard debt instruments. The Finance Director shall evaluate the use of derivative products on a case-by-case basis to determine whether the potential benefits are sufficient to offset any potential costs.

4.10. Refundings

The City shall refinance debt to achieve savings as market opportunities arise. The Finance Director shall remain cognizant of fluctuations in interest rates for the purpose of identifying refunding opportunities and prepare a present value analysis identifying the economic effects of a refunding to determine the value of refunding.

Refundings may be undertaken in order to:

- Take advantage of lower interest rates and achieve debt service costs savings;
- Eliminate restrictive or burdensome bond covenants;
- Restructure debt to either lengthen the duration of debt or free up reserve funds.

Generally, the City shall strive to achieve a minimum of three percent net present value savings for a current refunding and a minimum of five percent net present value savings for an advance refunding. Upon the advice of the Finance Director and with the assistance of the financial advisor and bond counsel, the City will consider undertaking refundings for other than economic purposes upon a finding that such a restructuring is in the City's overall best financial interest.

SECTION 5 – METHOD OF ISSUANCE AND SALE

5.1. Method of Sale

Debt issues are sold to a single underwriter or to an underwriting syndicate, either through a competitive sale or a negotiated sale. A negotiated sale may involve the sale of securities to investors through an underwriter or the private placement of the securities with a financial institution or other sophisticated investor. The selected method of sale will be that which is most beneficial to the City in terms of lowest net interest rate, most favorable terms in financial structure, and market conditions.

The City will use competitive sales as the primary means of selling bonds. The City, however, reserves the option of pursuing a negotiated sale if there is evidence of volatile market conditions, complex security features, or other overriding factors. If the negotiated sale option is utilized, the Finance Director, with the approval of City Council, will negotiate the best possible interest rates for the City. The overall objective is to obtain the lowest possible interest cost and provide pricing transparency.

5.2. Initial Disclosure Requirements

The City acknowledges its disclosure responsibilities. Under the guidance of Disclosure Counsel, the City will distribute or cause an underwriter to distribute its Preliminary Official Statement and final Official Statement (neither is typically required in a private placement, although in some cases a "private placement memorandum" may be required by the investor).

The Financing Team shall be responsible for soliciting "material" information (as defined in Securities and Exchange Commission Rule 10b-5) from City departments and identifying contributors who may have information necessary to prepare portions of the Official Statement or who should review portions of the Official Statement. In doing so, the Financing Team shall confirm that the Official Statement accurately states all "material" information relating to the decision to buy

or sell the subject bonds and that all information in the Official Statement has been critically reviewed by an appropriate person.

In connection with an initial offering of securities, the City and other members of the Financing Team will:

- Identify material information that should be disclosed in the Official Statement;
- Identify other persons that may have material information (contributors);
- Review and approve the Official Statement;
- Ensure the City's compliance, and that of its related entities, with federal and state securities laws.

The City's Debt and Investment Analyst shall contact the individuals and departments identified as contributors as soon as possible in order to provide adequate time for them to perform their assigned tasks. Contributors shall assist in reviewing and preparing the Official Statement using his or her knowledge of the City and, if appropriate, by discussing the Official Statement with other members of the contributor's department to ensure accuracy.

The Finance Director shall review the Official Statement, identify any material differences in the presentation of financial information from the financial statements and ensure there are no misstatements or omissions of material information in any sections that contain information prepared by the Finance Department or of relevance to the finances of the City.

The City Attorney (or designee) shall review the Official Statement descriptions of (i) any material current, pending or threatened litigation, (ii) any material settlements or court orders and (iii) any other legal issues that are material information for purposes of the Official Statement.

Following receipt of the Official Statement from the Financing Team, the Disclosure Review Group (described in Section 7.5) shall critically evaluate the Official Statement for accuracy and compliance with federal and state securities laws, and shall, if appropriate, ask questions of the Financing Team and of any contributor or other person who reviewed or drafted any section of the Official Statement. The Disclosure Review Group may instruct the Financing Team to solicit information or review from additional contributors before approving the Official Statement. Once the Disclosure Review Group has completed its evaluation and the Financing Team has responded appropriately, the Official Statement must be presented to the City Council for approval.

The approval of an Official Statement shall be placed on the Department Reports portion of the City Council agenda and shall not be considered as a Consent Calendar item. The staff report will summarize the City Council's responsibilities with respect to the Official Statement and provide the City Council the opportunity to review a substantially final Official Statement. The City Council shall undertake such review as deemed necessary by the City Council to fulfill the City Council's securities law responsibilities.[1]

For any privately placed debt with no Official Statement, the Disclosure Review Group must be provided with the final staff report describing the issue and such other documents the Disclosure Review Group may request before the transaction is approved by the City Council.

[1] The Securities and Exchange Commission (the "SEC"), the agency with regulatory authority over the City's compliance with the federal securities laws, has issued guidance as to the duties of the City Council with respect to its approval of the POS. In it's "Report of Investigation in the Matter of County of Orange, California as it Relates to the Conduct of the Members of the Board of Supervisors" (Release No. 36761 / January 24, 1996) (the "Release"), the SEC stated that, if a member of the City Council has knowledge of any facts or circumstances that an investor would want to know about prior to investing in the bonds, whether relating to their repayment, tax-exempt status, undisclosed conflicts of interest with interested parties, or otherwise, he or she should endeavor to discover whether such facts are adequately disclosed in the Official Statement. In the Release, the SEC stated that the steps that a member of the City Council could take include becoming familiar with the POS and questioning staff and consultants about the disclosure of such facts.

SECTION 6 – CREDITWORTHINESS OBJECTIVES

Ratings are a reflection of the general fiscal soundness of the City and the capabilities of its management. Typically, the higher the credit ratings are, the lower the interest cost is on the City's debt issues. To enhance creditworthiness, the City is committed to prudent financial management, systematic capital planning, and long-term financial planning. The City recognizes that external economic, natural, or other events may, from time to time, affect the creditworthiness of its debt.

The most familiar nationally recognized bond rating agencies are Standard and Poor's, Moody's Investors Service, and Fitch Ratings. When issuing a credit rating, rating agencies consider various factors including but not limited to:

- City's fiscal status;
- City's general management capabilities;
- Economic conditions that may impact the stability and reliability of debt repayment sources;
- City's general reserve levels;
- City's debt history and current debt structure;
- Project being financed;
- Covenants and conditions in the governing legal documents.

6.1. Bond Ratings

The Financing Team will assess whether a credit rating should be obtained for an issuance. The City typically seeks a rating from at least one nationally recognized rating agency on new and refunded issues being sold in the public market. The Finance Director, working with the Financing Team, shall be responsible for determining which of the major rating agencies the City shall request provide a rating. When applying for a rating on an issue, the City shall prepare a formal presentation of the City's finances and developments within the City which will be reviewed by the Disclosure Review Group (Section 5.2) before its presentation to a rating agency.

6.2. Rating Agency Communications

The Finance Director is responsible for maintaining relationships with the rating agencies that assign ratings to the City's various debt obligations. This effort shall include providing the rating agencies with the City's financial statements, if applicable, as well as any additional information requested.

SECTION 7 - POST ISSUANCE ADMINISTRATION

7.1. Investment of Proceeds

The Finance Director shall invest bond proceeds and reserve funds in accordance with each issue's indenture or trust agreement, utilizing competitive bidding when possible. All investments will be made in compliance with the City's Investment Policy objectives of safety, liquidity and then yield.

Unexpended bond proceeds shall be held by the bank trustee. The trustee will be responsible for recording all investments and transactions relating to the proceeds and providing monthly statements regarding the investments and transactions.

7.2. Use of Bond Proceeds

The Finance Director is responsible for ensuring bond proceeds are spent for the intended purposes identified in the bond documents and that the proceeds are spent in the time frames identified in the tax certificate prepared by the City's bond counsel.

7.3. Arbitrage Compliance

The City shall follow a policy of full compliance with all the arbitrage and rebate requirements of the federal tax code and Internal Revenue Service regulations. The City shall engage qualified third

parties for the preparation of arbitrage and rebate calculations. All necessary rebates will be filed and paid when due.

7.4. Ongoing Disclosure

The City shall comply with the requirements of the Continuing Disclosure Certificate(s) entered into at the time of each bond issue. The Finance Director shall be responsible for providing ongoing disclosure information to the Municipal Securities Rulemaking Board's (MSRB's) Electronic Municipal Market Access (EMMA) system, the central depository designated by the Securities and Exchange Commission for ongoing disclosure by municipal issuers.

The Debt and Investment Analyst will prepare the annual disclosure reports in accordance with the Continuing Disclosure Certificates. The Debt and Investment Analyst will identify material information that should be disclosed and identify other persons that may have knowledge of material information. Once the annual disclosure reports are in final draft form, the Debt and Investment Analyst will submit them for review by the Disclosure Review Group described in Section 7.5 of this policy.

In addition to annual reports, Securities and Exchange Commission Rule 15c2-12(b)(5)(i)(C) obligates the City to disclose, in a timely manner to the MSRB, notice of certain specified events with respect to the City's securities, including the following:

A. Principal and interest payment delinquencies;

B. Non-payment related defaults;

C. Unscheduled draws on debt service reserves reflecting financial difficulties;

D. Unscheduled draws on credit enhancements reflecting financial difficulties;

E. Substitution of credit or liquidity providers, or their failure to perform;

F. Adverse tax opinions or event affecting tax-exempt status of security;

G. Modifications to rights of securities holders, if material;

H. Bond calls, if material, or tender offers;

I. Defeasances;

J. Release, substitution, or sale of property securing repayment of the securities, if material;

K. Rating changes;

L. Bankruptcy, insolvency, receivership of an obligated person;

M. Consummation of a merger, consolidation, or acquisition or sale of substantially all of the assets of an obligated party (other than in the ordinary course of business), the entry into a definitive agreement to undertake such an action, or the termination of a definitive agreement relating to any such actions, other than pursuant to its terms, if material;

N. Change of fiscal agent or trustee;

O. Failure to provide annual financial information or event notification as required.

The Debt and Investment Analyst, with Finance Director approval, may file notice with the MSRB of specified events listed in the Continuing Disclosure Certificates without prior review and approval of the Disclosure Review Group if the City is contractually obligated to file and the Disclosure Document contains no discretionary content.

If any member of the Disclosure Review Group concludes that an event may have occurred, the Finance Director shall be contacted and the Debt and Investment Analyst shall notify the Disclosure Review Group to discuss the potential event.

7.5. Disclosure Review Group

The City has established a Disclosure Review Group to ensure the accuracy of its disclosure information and the City's compliance with all applicable federal and state securities laws. The

Disclosure Review Group shall review and approve, to the best of its ability, the City's disclosure documents listed below.

Members - The members of the group shall include the following:

- Finance Director/Treasurer;
- City Attorney or designee;
- City Manager or designee;
- Department Heads (applicable to specific issue);
- Budget Officer;
- Accounting Manager/Senior Accountants;
- Debt and Investment Analyst.

The Disclosure Review Group is an internal working group of City staff and not a decision-making or advisory body subject to the provisions of the Ralph M. Brown Act (Government Code Sections 54950 et seq.).

Meetings - The Disclosure Review Group shall meet as often as necessary to fulfill its obligations, but not less than once per calendar year. The Debt and Investment Analyst shall be responsible for convening meetings of the Disclosure Review Group, although any member of the Disclosure Review Group may instruct the Debt and Investment Analyst to convene a meeting.

Review and Approval - The Disclosure Review Group shall critically evaluate a disclosure document for accuracy and compliance with federal and state securities laws, and shall, if appropriate, ask questions. The Disclosure Review Group may send the Disclosure Document back for revisions.

Disclosure Documents - Disclosure documents shall include, but are not limited to, the following:

A. Preliminary and final official statements;

B. Private placement memoranda and remarketing memoranda;

C. Any filing made by the City with the MSRB, whether made pursuant to a continuing disclosure undertaking to which the City is a party or made voluntarily;

D. Rating agency presentations, and other communications, reasonably likely, in the determination of the Disclosure Review Group to reach investors or the securities market;

E. Offering documents prepared by related entities if such documents are subject to the approval of the City Council;

F. Management's discussion and analysis and transmittal letter portions of the City's audited financial statement;

G. Press releases to the extent that such releases are intended as communication to the financial markets.

Any person preparing a document for release to the public that may be considered a Disclosure Document shall notify the Finance Director of such information and its proposed or mandatory dissemination date. If the document is not on the list of Disclosure Documents and the Finance Director determines it is intended as communication to the financial markets, the Debt and Investment Analyst shall inform the Disclosure Review Group. Disclosure Counsel may be consulted for advice.

Training - The Debt and Investment Analyst shall arrange for periodic disclosure training sessions for the Disclosure Review Group. Such training sessions shall include the City's disclosure obligations under applicable federal and state laws and the disclosure responsibilities

and potential liabilities of members of City staff and members of the City Council. Such training sessions may be conducted using a recorded presentation. City Councilmembers, at a minimum, will be informed of the disclosure responsibilities at his or her new member orientation and prior to approving a bond issue.

7.6. Compliance with Other Bond Covenants

In addition to financial disclosure and arbitrage, the City is also responsible for verifying compliance with all undertakings, covenants, and agreements of each bond issuance on an ongoing basis. This typically includes ensuring:

- Annual appropriation of revenues to meet debt service payments;
- Taxes/fees are levied and collected where applicable;
- Timely transfer of debt service payments to the trustee;
- Compliance with insurance requirements;
- Compliance with rate covenants.

The City shall comply with all covenants and conditions contained in governing law and any legal documents entered into at the time of the bond offering. The Debt and Investment Analyst will coordinate verification and monitoring of covenant compliance.

7.7. Retention

A copy of all relevant documents and records will be maintained by the Finance Department for the term of the bonds (including refunding bonds, if any) plus ten years. Relevant documents and records will include sufficient documentation to support the requirements relating to the tax-exempt status, including the following:

- Bond transcripts, official statement and other offering documents.
- All documents relating to capital expenditures financed by bond proceeds. Such documents will include construction contracts, purchase orders, invoices and payment records. Such documents will include documents relating to costs reimbursed with bond proceeds.
- Records will be maintained identifying the assets or portion of assets that are financed with bond proceeds.
- All contracts and arrangements involving private use of the bond financed assets.
- All reports relating to the allocation of bond proceeds and private use of bond financed assets.
- All records of investments, investment agreements, arbitrage reports, return filings with the IRS and underlying documents, trustee statements, rating correspondence, and continuing disclosure.

7.8. Investor Relations

While the City shall post its annual financial report as well as other financial reports on the City's website, this information is intended for the citizens of Thousand Oaks. Information with the intention of reaching the investing public, including bondholders, rating analysts, investment advisors, or any other members of the investment community shall be filed on the EMMA system.

7.9. Additional Requirements for Financial Statements

It is the City's policy to hire an auditing firm that has the technical skills and resources to properly perform an annual audit of the City's financial statements. More specifically, the firm shall be a recognized expert in the accounting rules applicable to the City and shall have the resources necessary to review the City's financial statements on a timely basis.

APPENDIX A – GLOSSARY AND MUNICIPAL SECURITIES TERMINOLGY

Ad Valorem Tax: A tax calculated "according to the value" of property. Such a tax is based on the assessed valuation of real property and a valuation of tangible personal property.

Advance Refunding: Refunding bonds that are issued more than 90 days prior to the date upon which the refunded bonds will be redeemed. Proceeds of the advance refunding bonds are placed into an escrow account with a fiduciary and used to pay interest and principal on the refunded bonds and then used to redeem the refunded bonds at their maturity or call date.

Arbitrage: The gain that may be obtained by borrowing funds at a lower (often tax-exempt) rate and investing the proceeds at higher (often taxable) rates. The ability to earn arbitrage by issuing tax-exempt securities has been severely curtailed by the Tax Reform Act of 1986, as amended.

Assessed Valuation: The appraised worth of property as set by a taxing authority through assessments for purposes of ad valorem taxation.

Assessment District Bonds: Bonds issued for public improvements benefiting property within assessment districts created pursuant to the Improvement Act of 1911 and the Municipal Improvement Act of 1913.

Bond: A security that represents an obligation to pay a specified amount of money on a specific date in the future, typically with periodic interest payments.

Bond Anticipation Notes (BANS): Short-term notes issued usually for capital projects and paid from the proceeds of the issuance of long-term bonds. Provide interim financing in anticipation of bond issuance.

Bond Counsel: An attorney retained by the issuer to give a legal opinion concerning the validity of securities. The bond counsel's opinion usually addresses the subject of tax exemption. Bond counsel may prepare or review and advise the issuer regarding authorizing resolutions, trust indentures and litigation.

Bond Insurance: A type of credit enhancement whereby an insurance company indemnifies an investor against default by the issuer. In the event of failure by the issuer to pay principal and interest in full and on time, investors may call upon the insurance company to do so. Once issued, the municipal bond insurance policy is generally irrevocable. The insurance company receives its premium when the policy is issued.

Bond Resolution: Resolution adopted by the City Council authorizing the issuance of bonds, approving the Notice of Sale and the Official Statement.

Book-Entry: Bonds that are issued in fully registered form but without certificates of ownership.

Call Option: The right to redeem a bond prior to its stated maturity, either on a given date or continuously. The call option is also referred to as the optional redemption provision. Often a "call premium" is added to the call option as compensation to the holders of the earliest bonds called.

Capital Appreciation Bond: A municipal security on which the investment return on an initial principal amount is reinvested at a stated compounded rate until maturity, at which time the investor receives a single payment representing both the initial principal amount and the total investment return.

CAFR: The City's Comprehensive Annual Financial Report.

Certificates of Participation: A financial instrument representing a proportionate interest in payments such as lease payments by one party (such as a city acting as a lessee) to another party (often a trustee).

Commercial Paper: Short-term debt instrument. The debt is usually issued at a discount, reflecting prevailing market interest rates.

Competitive Sale: A sale of bonds in which an underwriter or syndicate of underwriters submit sealed bids to purchase the bonds. Bids are awarded on a true interest cost basis ("TIC"), providing that other bidding requirements are satisfied. Competitive sales are recommended for simple financings with a strong underlying credit rating. This type of sale is in contrast to a Negotiated Sale.

Conduit Financing: The issuance of securities by a governmental entity to finance a project that will primarily benefit a third party. The security for this type of financing is the credit of the third party. Usually such securities do not constitute general obligations of the issuer since the private entity is liable for generating the pledged revenues for repayment. Industrial development bonds are a common type of conduit refinancing.

Continuing Disclosure: The requirement by the Securities and Exchange Commission for most issuers of municipal debt to provide current financial information to the Municipal Securities Rulemaking Board for access by the general marketplace.

Coupon Rate: The interest rate on specific maturities of a bond issue. While the term "coupon" is derived from the days when virtually all municipal bonds were in bearer form with coupons attached, the term is still frequently used to refer to the interest rate on different maturities of bonds in registered form.

Credit Rating Agency: A company that rates the relative credit quality of a bond issue and assigns a letter rating. These rating agencies include Moody's Investors Service, Standard & Poor's, and Fitch Ratings.

Current Refunding: Refunding bonds are issued 90 days or less before the date upon which the refunded bonds will be redeemed.

CUSIP Number: The term CUSIP is an acronym for the Committee on Uniform Securities Identification Procedures. An identification number is assigned to each maturity of an issue. The CUSIP numbers are intended to help facilitate the identification and clearance of municipal securities.

Debt Limit: The maximum amount of debt that is legally permitted by a jurisdiction's charter, constitution, or statutes.

Debt Service: The amount necessary to pay principal and interest requirements on outstanding bonds for a given year or series of years.

Default: The failure to pay principal or interest in full or on time and, in some cases, the failure to comply with non-payment obligations after notice and the opportunity to cure.

Defeasance: Providing for the payment of principal, premium (if any) and interest on debt through the call date or scheduled principal maturity in accordance with the terms of the debt. A legal defeasance usually involves establishing an irrevocable escrow funded with only cash and U.S. Government obligations.

Depository Trust Company (DTC): A limited purpose trust company organized under the New York Banking Law. The DTC facilitates the settlement of transactions in municipal securities.

Derivative: A financial instrument which derives its own value from the value of another instrument, usually an underlying asset such as a stock, bond, or an underlying reference such as an interest rate index.

Disclosure Counsel: An attorney retained to provide advice on issuer disclosure obligations, to prepare the official statement and to prepare the continuing disclosure undertaking.

Discount: The difference between a bond's par value and the price for which it is sold when the latter is less than par.

Enterprise Activity: A revenue generating project or business. The project often provides funds necessary to pay debt service on securities issued to finance the facility. Common examples include water and sewer treatment facilities and utility facilities.

Financial Advisor: A consultant who provides the issuer with advice on the structure of the bond issue, timing, terms and related matters for a new bond issue.

Financing Team: The working group of City staff and outside consultants necessary to complete a debt issuance.

General Obligation Bond: A bond secured by an unlimited property tax pledge. Requires a two-thirds vote by the electorate. GO bonds usually achieve lower rates of interest than other financing instruments since they are considered to be a lower risk.

Indenture: A contract between the issuer and the trustee stipulating the characteristics of the financial instrument, the issuer's obligation to pay debt service, and the remedies available to the trustee in the event of default.

Industrial Development Bonds: Securities issued to finance the construction or purchase of industrial, commercial or manufacturing facilities to be purchased by or leased to a private user. These securities are backed by the credit of the private user and generally are not considered liabilities of the governmental issuer.

Issuance Costs: The costs incurred by the bond issuer during the planning and sale of securities. These costs include but are not limited to financial advisory, bond counsel, disclosure counsel, printing, advertising costs, rating agencies fees, and other expenses incurred in the marketing of an issue.

Lease: An obligation wherein a lessee agrees to make payments to a lesser in exchange for the use of certain property. The term may refer to a capital lease or to an operating lease.

Lease Revenue Bonds: Bonds that are secured by an obligation of one party to make annual lease payments to another.

Letter of Credit: An unconditional pledge of the bank's credit which is used to guarantee payment of principal and interest on debt in the event insufficient funds are available to meet a debt service obligation. Letters of credit are most often employed when the stated interest on the City's securities is variable.

Line of Credit: A contract with a financial institution, usually a bank, that establishes a maximum loan balance that the bank will permit the borrower to maintain. The borrower can draw down on the line at any time, as long as the maximum set in the agreement is not exceeded.

Mortgage Revenue Bonds: Bonds issued for the purpose of providing single-family mortgage financing or acquisition and construction funds for multi-family housing projects. The bonds are secured by the mortgage repayments and project revenue. See Conduit Financing.

Municipal Securities Rulemaking Board (MSRB): A self-regulating organization established on September 5, 1975 upon the appointment of a 15-member board by the Securities and Exchange Agreement. The MSRB, comprised of representatives from investment banking firms, dealer bank representatives, and public representatives, is entrusted with the responsibility of writing rules of conduct for the municipal securities market.

Negotiated Sale: A sale of securities in which the terms of the sale are determined through negotiation between the issuer and the purchaser, typically an underwriter, without competitive bidding. The negotiated sales process provides control over the financing structure and issuance timing. Negotiated sales are recommended for unusual financing terms, periods of market volatility and weaker credit quality. A thorough evaluation of market conditions will be performed to ensure reasonable final pricing and underwriting spread.

Net Interest Cost (NIC): A method of computing the interest expense to the issuer of bonds, which may serve as the basis of award in a competitive sale of a new issue of municipal securities. NIC takes into account any premium or discount applicable to the issue, as well as the dollar amount of coupon interest payable over the life of the issue. NIC does not take into account the time value of money (as would be done in other calculation methods, such as the "true interest cost" (TIC) method). The term "net interest cost" refers to the overall rate of interest to be paid by the issuer over the life of the bonds.

Official Statement (Prospectus): A document published by the issuer in connection with a primary offering of securities that discloses material information on a new security issue including the purposes of the issue, how the securities will be repaid, and the financial, economic and social characteristics of the security for the bonds. Investors may use this information to evaluate the credit quality of the securities.

Original Issue Discount Bonds: Bonds sold at a substantial discount from their par value at the time of the original sale.

Par Value: The face value or principal amount of a security.

Pension Obligation Bonds (POBs): Financing instruments used to pay some or all of the unfunded pension liability of a pension plan. POBs are issued as taxable instruments over a 30-40 year term or by matching the term with the amortization period of the outstanding unfunded actuarial accrued liability.

Preliminary Official Statement: A version of the Official Statement prepared by or for an issuer of municipal securities for potential customers prior to the availability of the final Official Statement. Under SEC Rule 15c2-12, the difference between a Preliminary Official Statement and a final Official Statement is that the final Official Statement includes "pricing information," i.e., offering price(s), interest rate(s), selling compensation, aggregate principal amount, principal amount per maturity, delivery dates, any other terms or provisions required by an issuer of such securities to be specified in a competitive bid, ratings, other terms of the securities depending on such matters, and the identity of the underwriter(s).

Premium: The excess of the price at which a bond is sold over its face value.

Present Value: The value of a future amount or stream of revenues or expenditures.

Pricing Consultant: The Pricing Consultant provides a fairness letter to the City or its agent regarding the pricing of a new issue of municipal securities.

Private Activity Bonds: A bond where bond proceeds are used for private purposes. If deemed a private activity bond, the interest is not tax exempt unless the use of the proceeds meets certain requirements of the Internal Revenue Code.

Private Placement: A bond issue that is structured specifically for one purchaser. Private placements are typically carried out when extraneous circumstances preclude public offerings. A private placement is considered to be a negotiated sale.

Refunding: A procedure whereby an issuer refinances an outstanding debt issue by issuing a new debt issue.

Related Entities: Those independent agencies, joint power authorities, special districts, component units, or other entities created by the City Council or by State law for which the City Council serves as the governing or legislative body in his or her official capacity, or for which the City has agreed to provide initial or continuing disclosure in connections with the issuance of securities.

Rule 10b5: Rule adopted by the Securities and Exchange Commission that requires the disclosure of all material facts and prohibits the omission of facts necessary to make statements not misleading.

Rule 15c2-12: Rule adopted by the Securities and Exchange Commission setting forth certain obligations of (i) underwriters to receive, review and disseminate official statements prepared by issuers of most primary offerings of municipal securities, (ii) underwriters to obtain continuing disclosure agreements from issuers and other obligated persons to provide ongoing annual financial information on a continuing basis,

and (iii) broker-dealers to have access to such continuing disclosure in order to make recommendations of municipal securities in the secondary market.

Reserve Fund: A fund established by the indenture of a bond issue into which money is deposited for payment of debt service in case of a shortfall in current revenues.

Revenue Bond: A bond which is payable from a specific source of revenue and to which the full faith and credit of an issuer is **not** pledged. Revenue bonds are payable from identified sources of revenue, and do not permit the bondholders to compel a jurisdiction to pay debt service from any other source. Pledged revenues often are derived from the operation of an enterprise.

Secondary Market: The market in which bonds are sold after their initial sale in the new issue market.

Serial Bonds: Bonds of an issue that mature in consecutive years or other intervals and are not subject to mandatory sinking fund provisions.

Special Tax Bonds: Bonds issued to fund eligible public improvements and paid with special taxes levied in a community facilities district formed under the Mello-Roos Community Facilities Act of 1982, as amended. The City's policy on Community Facilities Districts and Special Tax Bonds is further outlined in City Council Resolution 2009-103.

State Revolving Funds: The State Revolving Fund ("SRF") loan is a low interest loan program for the construction of water and wastewater infrastructure projects.

Tax Allocation Bonds (TABs): Bonds issued to fund eligible capital facilities located within a Redevelopment Project Area. Bonds are secured by a portion of the property taxes collected within the project area. The Thousand Oaks Redevelopment Agency was dissolved as of February 1, 2012, due to the passage of AB X1 26. Its operations were substantially eliminated but for the continuation of certain enforceable obligations to be administered by the City of Thousand Oaks as successor agency.

Tax and Revenue Anticipation Notes (TRANS): Short-term notes issued in anticipation of receiving tax receipts and revenues at a future date. Proceeds allow the municipality to manage the periods of cash shortfalls resulting from a mismatch between timing of revenues and timing of expenditures.

Term Bonds: Bonds that come due in a single maturity whereby the issuer may agree to make periodic payments into a sinking fund for mandatory redemption of term bonds before maturity or for payment at maturity.

True Interest Cost (TIC): Under this method of computing the interest expense to the issuer of bonds, true interest cost is defined as the rate necessary to discount the amounts payable on the respective principal and interest payment dates to the purchase price received for the new issue of bonds. Interest is assumed to be compounded semi-annually. TIC computations produce a figure slightly different from the "net interest cost" (NIC) method because TIC considers the time value of money while NIC does not.

Trustee: A bank retained by the issuer as custodian of bond proceeds and official representative of bondholders. The trustee ensures compliance with the indenture. In many cases, the trustee also acts as paying agent and is responsible for transmitting payments of interest and principal to the bondholders.

Underwriter: A broker-dealer that purchases a new issue of municipal securities from the issuer for resale in a primary offering. The bonds may be purchased either through a negotiated sale with the issuer or through a competitive sale.

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OPERATING & CIP BUDGET RESOLUTIONS

RESOLUTION NO. 2015-038

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF THOUSAND OAKS ADOPTING THE ANNUAL CITY OF THOUSAND OAKS OPERATING AND CAPITAL IMPROVEMENT PROGRAM BUDGETS FOR FISCAL YEARS 2015-2016 AND 2016-2017; AND ADOPTING FINANCIAL POLICIES

WHEREAS, in November 2014 the budget process began with a calendar being set for all critical deadlines in order to conclude the budget preparation process with a June 9, 2015 Public Hearing; and

WHEREAS, on April 27, 2015, the Thousand Oaks Planning Commission reviewed the Capital Improvement Program Budget and found it to be consistent with the General Plan; and

WHEREAS, on April 28, 2015, the City Council held a Study Session to review the Capital Improvement Program Budget; and

WHEREAS, on May 26, 2015, the City Council held a Study Session to review the Operating Budget; and

WHEREAS, the City Manager's recommended budgets have been forwarded to the City Council; and

WHEREAS, a Public Hearing was noticed and held by the City Council on June 9, 2015; and

WHEREAS, included in the City of Thousand Oaks Operating Budget are Financial Policies which include: Budget, Budget Appropriation/Transfer, Capital Improvement Program (CIP), User Fee, Fund Balance (GASB 54), Accounting, Audit, Fixed Asset Replacement, Investment, and Debt Policies; and

WHEREAS, GASB 54 requires classification of the ending fund balances into five categories: Non-Spendable, Restricted, Committed, Assigned and Unassigned; and

WHEREAS, GASB 54 requires that a policy for use of financial resources be developed and adopted; and

WHEREAS, the City Manager and Finance Director may assign unclassified revenues to a specific purpose when necessary and appropriate.

NOW, THEREFORE BE IT RESOLVED THAT, the City Council of the City of Thousand Oaks does hereby adopt the following:

SECTION 1: The City of Thousand Oaks Fiscal Year 2015-2016 Operating Budget of $150,850,046, and Capital Improvement Program Budget of $23,567,606, which totals $174,417,652, and Fiscal Year 2016-2017 Operating Budget of $153,927,696 and Capital Improvement Program Budget of $36,207,694, which totals $190,135,390.

SECTION 2: The City Manager is authorized to carry over funds from Fiscal Year 2014-2015 to Fiscal Year 2015-2016 for projects listed as requiring carryover included in the Capital Improvement Program Budget, Grants, and Project-Related Maintenance and Operations budgets.

SECTION 3: The City of Thousand Oaks Financial Policies for Fiscal Year 2015-2016 and Fiscal Year 2016-2017, including GASB 54 (required fund balance policy), are adopted and the ending fund balance of all governmental funds are to be classified into the aforementioned five categories.

PASSED AND ADOPTED this 9th day of June, 2015.

Al Adam, Mayor
City of Thousand Oaks, California

ATTEST:

Linda D. Lawrence, City Clerk

APPROVED AS TO FORM:

David S. Womack, Assistant City Attorney

APPROVED AS TO ADMINISTRATION:

Scott Mitnick, City Manager

CERTIFICATION

STATE OF CALIFORNIA)
COUNTY OF VENTURA) SS.
CITY OF THOUSAND OAKS)

I, LINDA D. LAWRENCE, City Clerk of the City of Thousand Oaks, DO HEREBY CERTIFY that the foregoing is a full, true, and correct copy of Resolution No. 2015-038 which was duly and regularly passed and adopted by said City Council at a regular meeting held June 9, 2015, by the following vote:

AYES: Councilmembers Fox, Bill-de la Peña, Price, and Mayor Adam

NOES: None

ABSENT: None

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the official seal of the City of Thousand Oaks, California.

Linda Lawrence
Linda D. Lawrence, City Clerk
City of Thousand Oaks, California

6/11/15
Date Attested

CITY OF THOUSAND OAKS

PLANNING COMMISSION

RESOLUTION NO. 8-2015 PC

A RESOLUTION OF THE PLANNING COMMISSION OF THE CITY OF THOUSAND OAKS REPORTING ON THE CONSISTENCY OF THE FISCAL YEAR 2015-2016 AND 2016-2017 CITY CAPITAL IMPROVEMENT PROGRAM WITH THE THOUSAND OAKS GENERAL PLAN

WHEREAS, Section 65401 of the California Government Code requires the Planning Commission to review the proposed Capital Improvement Program and report to the City Council as to its conformity with the City's General Plan; and,

WHEREAS, on April 27, 2015, the Planning Commission, reviewed the City's proposed Capital Improvement Program for FY's 2015-2016 and 2016-2017; and

NOW, THEREFORE, BE IT RESOLVED that the Planning Commission hereby finds that the projects presented in the FY 2015-2016 and 2016-2017 Capital Improvement Program are consistent with the Thousand Oaks General Plan;

I HEREBY CERTIFY that the foregoing resolution reflects action taken by the Planning Commission of the City of Thousand Oaks at a regular meeting held on the 27th day of April, 2015, by the following vote:

AYES:	COMMISSIONERS	Newman, Reynolds, Roundtree, Turpel, and Chair Nickles
NOES:	COMMISSIONERS	None
ABSENT:	COMMISSIONERS	None

Douglas Nickles, Chair
Planning Commission

Mark A. Towne, Secretary
Planning Commission

cdd:660-20/H/Common/PC/CIP Consistency 2015 Reso

RESOLUTION NO. 2015-042

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF THOUSAND OAKS ESTABLISHING THE APPROPRIATIONS LIMIT FOR FISCAL YEAR 2015-2016

WHEREAS, the Gann Spending Limitation Initiative added Article XIII B to the Constitution of the State of California to establish and define annual appropriation limits on state and local government entities; and

WHEREAS, Government Code Section 7900, et seq. provides for the implementation of Article XIII B by defining various terms and prescribing procedures to be used in implementing specific provisions, including the establishment each year by the governing body of each local jurisdiction of its appropriation limit; and

WHEREAS, the required computation to determine the City of Thousand Oaks Appropriation Limit for fiscal year 2015-2016 has been performed by the Finance Department and is on file with the Finance Department, and available for public review for fifteen days prior to the City Council meeting on this action; and

WHEREAS, a summary of this computation is provided in "Exhibit A," which is herein incorporated by reference and attached hereto.

NOW, THEREFORE, the City Council of the City of Thousand Oaks resolves as follows:

1. The City of Thousand Oaks Appropriation Limit for Fiscal Year 2015-2016 is $152,248,159.

2. This Appropriation Limit includes adjustments made pursuant to Section 3 of Article XIII B of the California Constitution and SB 1352, as of the date of this Resolution.

3. This Appropriation Limit is subject to amendments, deletions and additions, which may be provided pursuant to Article XIII B of the California Constitution and legislation in implementation thereof. This limitation may be amended from time to time to reflect new or changed information as such is encountered.

PASSED AND ADOPTED this 23rd day of June, 2015.

Al Adam, Mayor
City of Thousand Oaks, California

ATTEST:

Linda D. Lawrence, City Clerk

APPROVED AS TO FORM:
Office of the City Attorney

David S. Womack, Assistant City Attorney

APPROVED AS TO ADMINISTRATION:

For
Scott Mitnick, City Manager

CERTIFICATION

STATE OF CALIFORNIA)
COUNTY OF VENTURA) SS.
CITY OF THOUSAND OAKS)

I, LINDA D. LAWRENCE, City Clerk of the City of Thousand Oaks, DO HEREBY CERTIFY that the foregoing is a full, true, and correct copy of Resolution No. 2015-042 which was duly and regularly passed and adopted by said City Council at a regular meeting held June 23, 2015, by the following vote:

AYES: Councilmembers Fox, Bill-de la Peña, McCoy, Price, and Mayor Adam

NOES: None

ABSENT: None

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the official seal of the City of Thousand Oaks, California.

Linda Lawrence
Linda D. Lawrence, City Clerk
City of Thousand Oaks, California

6/24/15
Date Attested

Exhibit #1

Appropriations Limit

Calculation of Limitation

Appropriations Limit for Fiscal Year ended June 30, 2015:		$ 145,684,769
Adjustment Factors:	% Ratio	
Population Factor (County)	1.006600	
Economic Factor (Per Capita)	1.038200	
Population Factor x Economic Ratio (per capita personal income)		1.045052
Appropriations Limit for Fiscal Year ended June 30, 2016:		$ 152,248,159

Appropriation Limits and Total General Fund Appropriations

The appropriation limitations imposed by Propositions 4 and 111 create restrictions on the amount of revenue that can be budgeted for expenditures in any fiscal year. Not all revenues are restricted by the limit, only those which are referred to as "proceeds of taxes." The purpose of the law is to limit government spending by putting a cap on the total proceeds of taxes that may be appropriated each year. This limit is increased annually through a formula that takes into consideration changes in population (City or County, whichever is higher) and an economic factor (California per capita income). The City of Thousand Oaks is not constrained in the current budget by these limits.

Fiscal Year	Appropriations Limit	Subject to Limit	Difference
1999-2000	$ 66,003,417	$ 35,928,346	$ 30,075,071
2000-2001	$ 70,836,801	$ 35,757,212	$ 35,079,589
2001-2002	$ 77,796,837	$ 41,137,929	$ 36,658,908
2002-2003	$ 78,736,719	$ 43,294,257	$ 35,442,462
2003-2004	$ 82,311,648	$ 48,464,561	$ 33,847,087
2004-2005	$ 86,482,132	$ 51,352,920	$ 35,129,212
2005-2006	$ 92,005,140	$ 57,712,131	$ 34,293,009
2006-2007	$ 96,432,887	$ 56,840,880	$ 39,592,007
2007-2008	$ 101,712,202	$ 63,218,463	$ 38,493,739
2008-2009	$ 109,487,490	$ 65,856,918	$ 43,630,572
2009-2010	$ 128,335,761	$ 62,166,324	$ 66,169,437
2010-2011	$ 126,789,572	$ 62,169,707	$ 64,619,865
2011-2012	$ 131,050,716	$ 60,697,451	$ 70,353,265
2012-2013	$ 136,820,879	$ 62,680,910	$ 74,139,969
2013-2014	$ 144,876,071	$ 60,984,655	$ 83,891,416
2014-2015	$ 145,684,769	$ 67,487,972	$ 78,196,797
2015-2016	$ 152,248,159	$ 66,663,445	$ 85,584,714

APPENDIX

Citywide Community Standards
Citywide Benchmarks
City Debt Obligations
Capital Improvement Program (CIP) Projects Summary
Financial Summaries

Community Standards

COMMUNITY STANDARDS

Citywide Standards

Public Services: Telephone Assistance: Provide public information in courteous & efficient manner. Telephones will be answered by third ring. Voice mail messages will be responded to within 24 hours unless staff member is away from work premises on other than City business; in that case, staff will leave instructions on voice mail for calling party to talk to alternate staff member. Full assistance will be available Monday through Thursday from 7:30 am to 5:00 pm and alternating Fridays from 8:00 am to 5:00 pm.

Counter Assistance: Provide public information in courteous & efficient manner. Person at counter will be acknowledged cheerfully. Most requests for assistance will be completed at time of visit. Others will be acted upon quickly and response provided in timely manner. On more complicated issues, staff will provide status information to citizen within 3 days and provide completed response within 10 days of receipt of request. Full assistance will be available Monday through Thursday from 7:30 am to 5:00 pm and alternating Fridays from 8:00 am to 5:00 pm.

Internet mail: Provide public information. Internet mail will be acknowledged within 5 business days. On more complicated issues, staff will provide completed response within 10 days of receipt of request.

Written correspondence: Provide public information. Correspondence will be acknowledged within 3 days. On more complicated issues, staff will provide status information to citizen within 3 days.

Referrals: Respond to requests for information. Requests will be acknowledged within 3 days. On more complicated issues, staff will provide status information to citizen within 3 days.

Accounts Payable: Invoices received for payment. To minimize late fees and enable the taking of all discounts, responsible departmental staff person will review and approve or reject bills presented for City payment within 3 days of receipt. Upon receipt of request for payment, the Finance Department will provide accurate and timely disbursement of funds to City vendors.

Complaint Resolution: Staff will be trained to: take time to listen; not be defensive; obtain facts involved in complaint; determine the desired outcome; act quickly; encourage meetings; provide alternatives and encourage participation in the decision-making process; follow-up (handled by most experienced staff member available).

COMMUNITY STANDARDS

Ventura County Fire Protection District

Emergency Response: (Immediate threat to or involvement of Life, Property, or Environment):
Urban Fire Stations (densely populated areas with typical structure mixes including single-family dwellings, multi-family housing, as well as commercial and/or industrial occupancies): Average response time under 5 minutes.

Neighborhood Fire Stations (moderate to low density population areas with typical structure mixes including single family dwellings and some multi-family residences, as well as some light commercial and industrial occupancies): Average response time under 7 minutes.

Non-Emergency Response: (No immediate threat to life, property, or environment):
Urban Fire Stations: Average response time under 12 minutes.
Neighborhood Fire Stations: Average response time under 15 minutes.

Special Operations Response: Urban Search and Rescue Team/Hazardous Materials Response Team. Arrival at scene within 30 minutes of notification.

Wildland Response: Control wildland fires starting within the City limits with no loss to exposed properties.

Command Staff Representation to City: Command staff member (Assistant Chief or Battalion Chief) attend 75% of all City staff and Council meetings.

Community Service and Public Education: Fire Stations: Comply with all requests for community fire safety education instructors and speakers, as well as, facility tours, and other fire department related community service and public education related requests.

Community Service and Public Education:
ASpanner@ School Program: Contract 100% elementary schools, grades 2 and 3.
Juvenile Firesetters: Continue to counsel juveniles as needed and to respond to 100% of requests made by community or company officers.

Fire Prevention: Engine Company Inspection Program: Fire Safety, Life Hazard, and Fire Hazard Reduction Inspections:

- Public Assembly, institutional, and other high-risk occupancies for fire code compliance once per year.
- Low risk occupancies for fire code compliance once per three-year period.
- Public Assembly occupancies spot checks for over crowding and blocked exits once per year.
- Designated properties for Fire Hazard Reduction Program compliance of 100 foot clearance once per year.

COMMUNITY STANDARDS

Ventura County Fire Protection District (continued)

Fire Prevention Bureau:
Plan Check: Review and return within 10 working days.
New construction, tenant improvement, fire prevention systems: Next day inspection, 24 hour turnaround.

Minimum staffing 24 hours per day, 365 days per year:
Engine Companies 30, 31, 32, 33*, 34, 35, 36*, 37, 44*: Captain - Engineer - Fire Fighter
Truck Company 30: Captain - Engineer - 2 Fire Fighters
Command: Battalion Chief, Assistant Chief

* Stations are outside City limits.

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Citywide Benchmarking

CITYWIDE BENCHMARKS

All cities are similar in the fact that they are formed for the purpose of providing local governance and services, however, no two cities are exactly alike. Each city has its own unique geography and demographics, and provides a certain group of services to best compliment and provide for its citizens. The cities of Ventura County are no exception to this fact. Some of the major differences involve public safety services. The cities of Oxnard, Simi Valley, and Ventura each provide their own police force while the City of Thousand Oaks contracts with the Ventura County Sheriff's Department for police services. The cities of Oxnard and Ventura provide their own fire departments while the cities of Simi Valley and Thousand Oaks are part of the Ventura County Fire Protection District. These dissimilarities between services provided by Ventura County cities continues across all facets of government, from parks and recreation services to library services and makes comparison between cities difficult. However, the City of Thousand Oaks feels it is important to provide comparisons to our citizens as a way to compare the services they receive with the services received by residents of other similar sized cities in Ventura County, namely the cities of Oxnard, Simi Valley, and Ventura, as well as Santa Clarita, which was also included.

In setting out to provide benchmarking measures, departments were asked to determine what they believed to be the most useful benchmarks for services they provide. The information was compiled together and is presented in the following pages. The population figures used for all cities benchmarked was as of January 1, 2014. In some cases, such as for public safety benchmarks, the data presented is based on calendar year 2014 figures. As noted above for police and fire services, cities can also rely on other agencies to provide certain services. In each instance where a city does not provide the service itself, this is noted and data presented comes from the agency providing the service.

It is the goal of these comparisons to highlight both services where the City of Thousand Oaks compares favorably to the selected cities and also the services where the City may need to improve upon. The results will be updated each year with analysis done as to any new benchmarking measures that should be included in the study as well as elimination of those measures that are no longer useful.

Currently, the City of Thousand Oaks is working with ICMA to update its Performance Measures using their "Insights" software. Staff is currently working on selecting various measures that the City will track on its website. This transparency will be both beneficial to City Council and staff, as well as for residents of and businesses within Thousand Oaks.

CITYWIDE BENCHMARKS

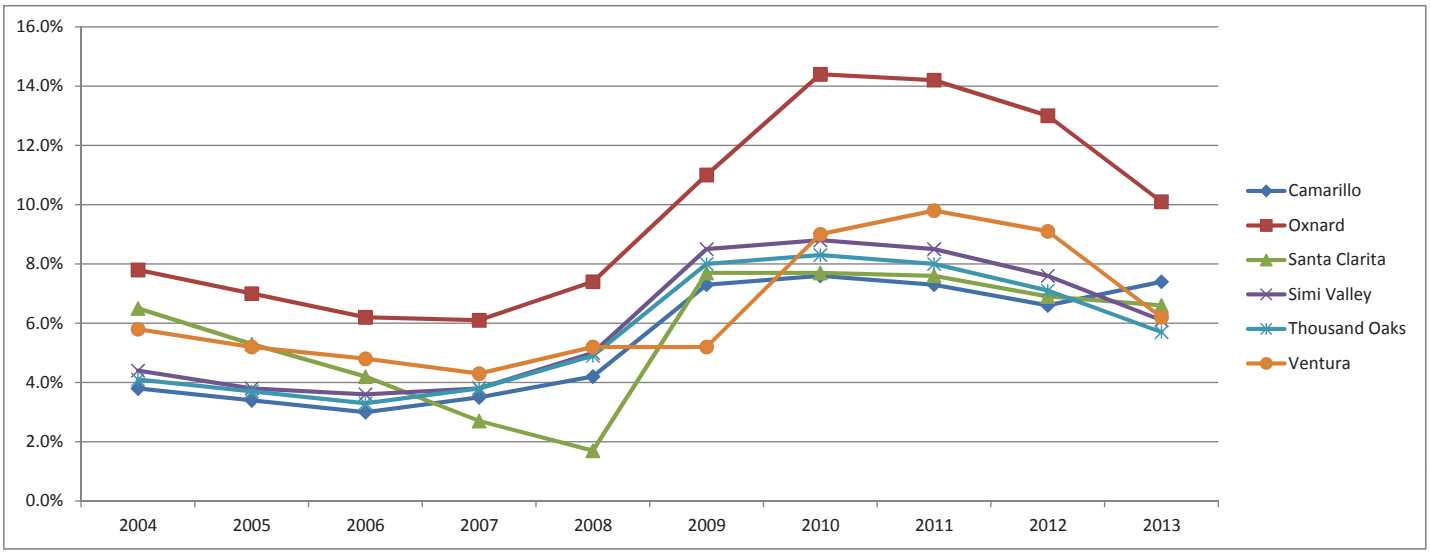
Benchmarking Scorecard

Measure	Thousand Oaks Results	Average	Score
Unemployment Rate	5.7%	7.0%	●
Per Capita Personal Income	$46,865	$28,964	●
Percentage of Municipal Fleet Using Alternative Fuel	53.0%	16.3%	●
Municipal Wastewater Rates for Single Family Residences	$25.45	$39.27	●
Part 1 Crime per Thousand Residents	15.75	21.99	▲
Assessed Property Valuation (in Millions)	$23,414	$16,625	▲
Police Expenditures per Thousand Residents	$199,846	$257,176	▲
Sales Tax per Capita	$196.47	$176.78	▲
Transient Occupancy Tax (TOT)	$3,162,291	$2,864,955	▲
Residents per On-Duty Firefighter	5,149	5,647	▲
Percentage of Signalized Intersections Operating at Level of Service C or Better	97%	98%	▲
Municipal Water Rates for Average Households (18 HCF)	$82.90	$64.80	⬢

● - Best ▲ - Average ⬢ - Worst

CITYWIDE BENCHMARKS

Unemployment Rate

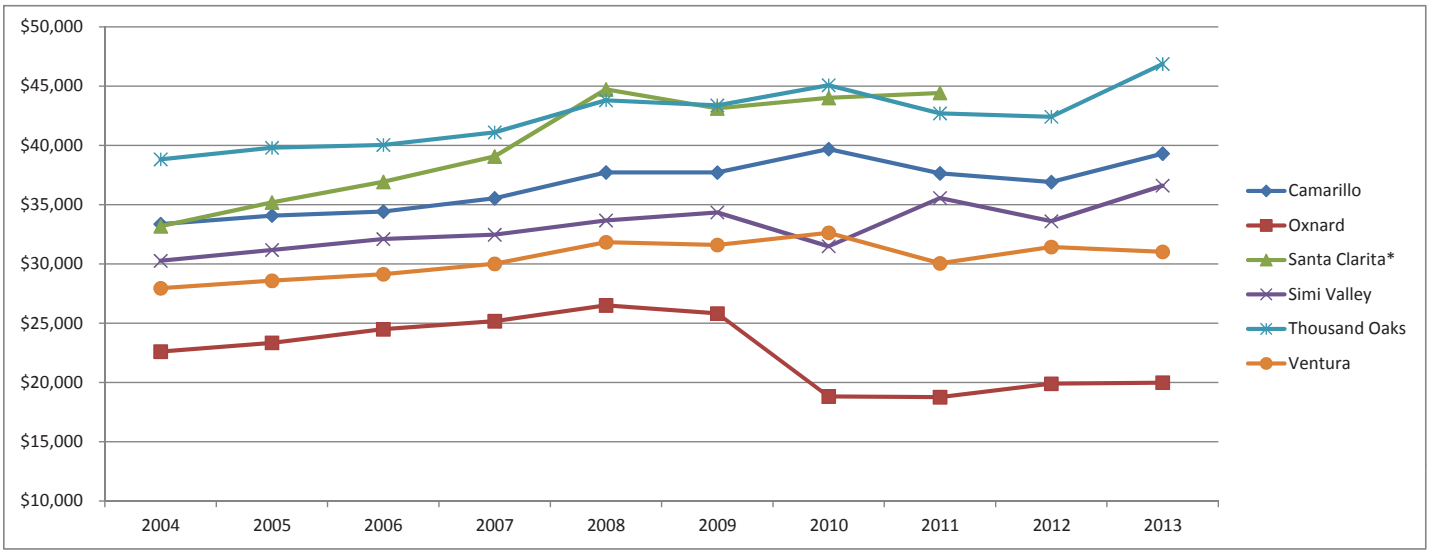


Camarillo	3.8%	3.4%	3.0%	3.5%	4.2%	7.3%	7.6%	7.3%	6.6%	7.4%
Oxnard	7.8%	7.0%	6.2%	6.1%	7.4%	11.0%	14.4%	14.2%	13.0%	10.1%
Santa Clarita	6.5%	5.3%	4.2%	2.7%	1.7%	7.7%	7.7%	7.6%	6.9%	6.6%
Simi Valley	4.4%	3.8%	3.6%	3.8%	5.0%	8.5%	8.8%	8.5%	7.6%	6.1%
Thousand Oaks	4.1%	3.7%	3.3%	3.8%	4.9%	8.0%	8.3%	8.0%	7.1%	5.7%
Ventura	5.8%	5.2%	4.8%	4.3%	5.2%	5.2%	9.0%	9.8%	9.1%	6.2%

Source: FY 2012-13 CAFRs.

CITYWIDE BENCHMARKS

Per Capita Personal Income



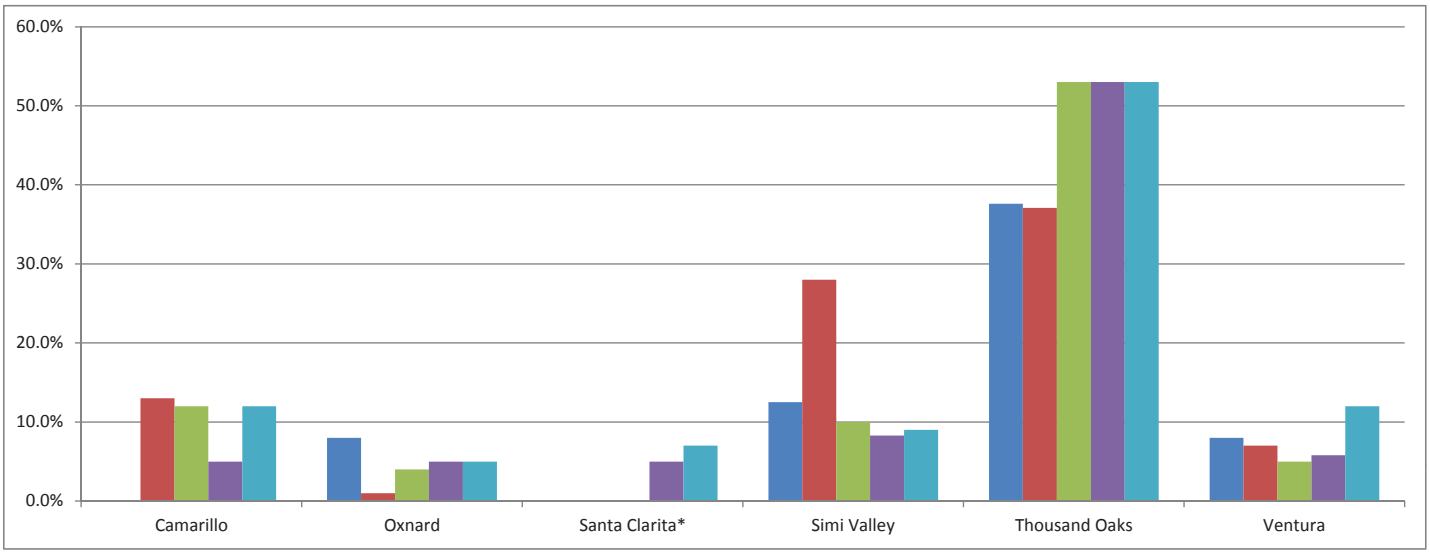
Camarillo	$33,361	$34,077	$34,418	$35,532	$37,721	$37,708	$39,681	$37,642	$36,908	$39,306
Oxnard	$22,605	$23,346	$24,490	$25,176	$26,510	$25,821	$18,829	$18,766	$19,896	$19,990
Santa Clarita	$33,179	$35,188	$36,917	$39,066	$44,727	$43,119	$43,999	$44,423	N/A	N/A
Simi Valley	$30,260	$31,179	$32,098	$32,466	$33,668	$34,347	$31,491	$35,564	$33,604	$36,607
Thousand Oaks	$38,823	$39,794	$40,034	$41,096	$43,802	$43,369	$45,073	$42,697	$42,416	$46,865
Ventura	$27,949	$28,581	$29,133	$30,008	$31,830	$31,599	$32,625	$30,048	$31,429	$31,018

* Santa Clarita has a two-year lag for per capita personal income

Source: FY 2012-13 CAFRs.

CITYWIDE BENCHMARKS

Percentage of Municipal Fleet Using Alternative Fuel



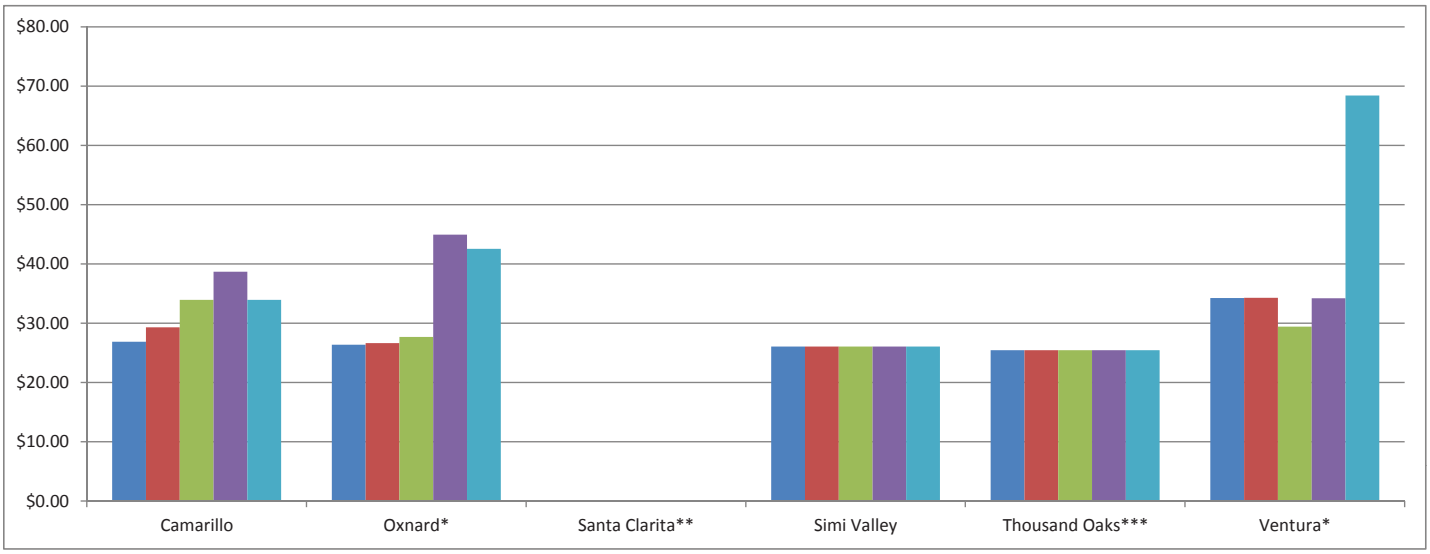
	Camarillo	Oxnard	Santa Clarita*	Simi Valley	Thousand Oaks	Ventura
2009	0.0%	8.0%	N/A	12.5%	37.6%	8.0%
2010	13.0%	1.0%	N/A	28.0%	37.1%	7.0%
2011	12.0%	4.0%	N/A	10.0%	53.0%	5.0%
2012	5.0%	5.0%	5.0%	8.3%	53.0%	5.8%
2013	12.0%	5.0%	7.0%	9.0%	53.0%	12.0%

* Information unavailable for Santa Clarita for 2009 to 2011.

Source: Public Works Department of Each City.

CITYWIDE BENCHMARKS

Municipal Wastewater Rates for Single Family Residences



2009	$26.87	$26.36	N/A	$26.08	$25.45	$34.26
2010	$29.29	$26.66	N/A	$26.08	$25.45	$34.27
2011	$33.92	$27.69	N/A	$26.08	$25.45	$29.42
2012	$38.38	$44.92	N/A	$26.08	$25.45	$34.20
2013	$33.92	$42.53	N/A	$26.08	$25.45	$68.39

* Ventura & Oxnard's rates are tied to water usage.

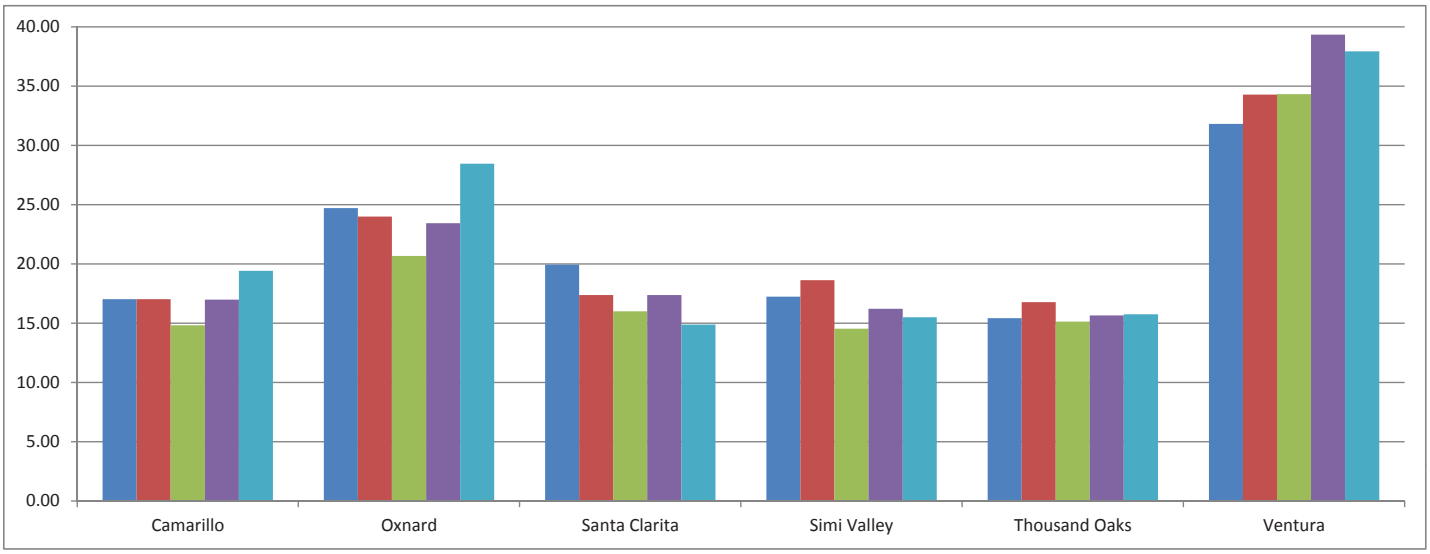
** Santa Clarita does not provide wastewater service.

*** Figures are for Municipal provided services only. They do not include private rates (such as Triunfo and Las Virgenes), which on average are higher.

Source: Public Works Department of Each City.

CITYWIDE BENCHMARKS

Part 1 Crime per Thousand Residents



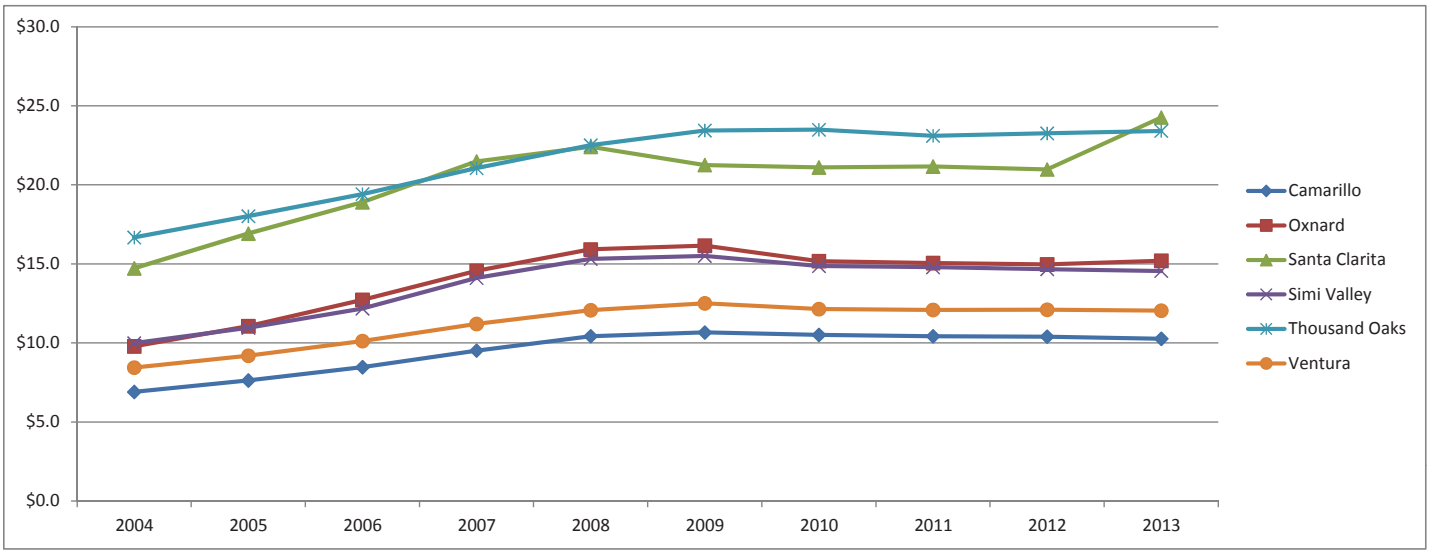
2009	17.02	24.70	19.94	17.23	15.42	31.80
2010	17.02	24.00	17.37	18.63	16.77	34.27
2011	14.82	20.67	16.01	14.53	15.13	34.32
2012	16.98	23.43	17.37	16.21	15.66	39.33
2013	19.42	28.45	14.88	15.50	15.75	37.92

Note: Information presented on Calendar Year.

Source: FBI Uniform Crime Reports and Ventura County Sheriff Department.

CITYWIDE BENCHMARKS

Assessed Property Valuation (in Millions)

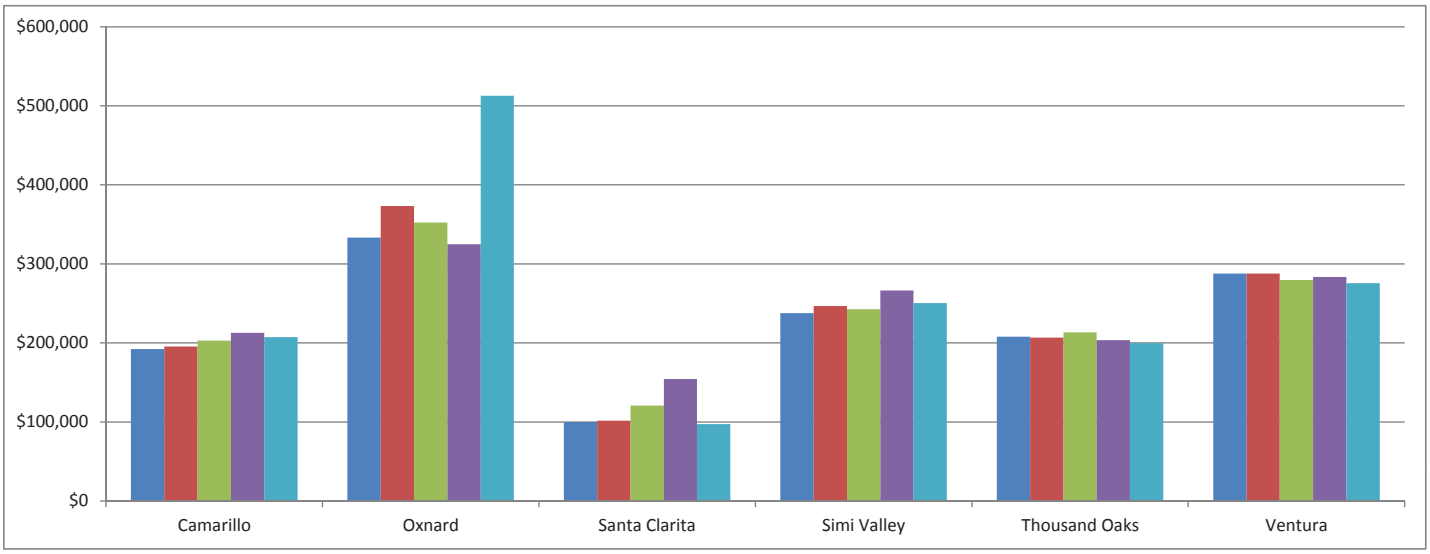


Camarillo	$6.9	$7.6	$8.5	$9.5	$10.4	$10.7	$10.5	$10.4	$10.4	$10.3
Oxnard	$9.8	$11.1	$12.7	$14.6	$15.9	$16.2	$15.2	$15.1	$15.0	$15.2
Santa Clarita	$14.7	$16.9	$18.9	$21.5	$22.4	$21.3	$21.1	$21.2	$21.0	$24.3
Simi Valley	$10.0	$11.0	$12.2	$14.1	$15.3	$15.5	$14.9	$14.8	$14.7	$14.6
Thousand Oaks	$16.7	$18.0	$19.4	$21.1	$22.6	$23.4	$23.5	$23.1	$23.3	$23.4
Ventura	$8.4	$9.2	$10.1	$11.2	$12.1	$12.5	$12.1	$12.1	$12.1	$12.0

Source: FY 2012-13 CAFRs.

CITYWIDE BENCHMARKS

Police Expenditures per Thousand Residents

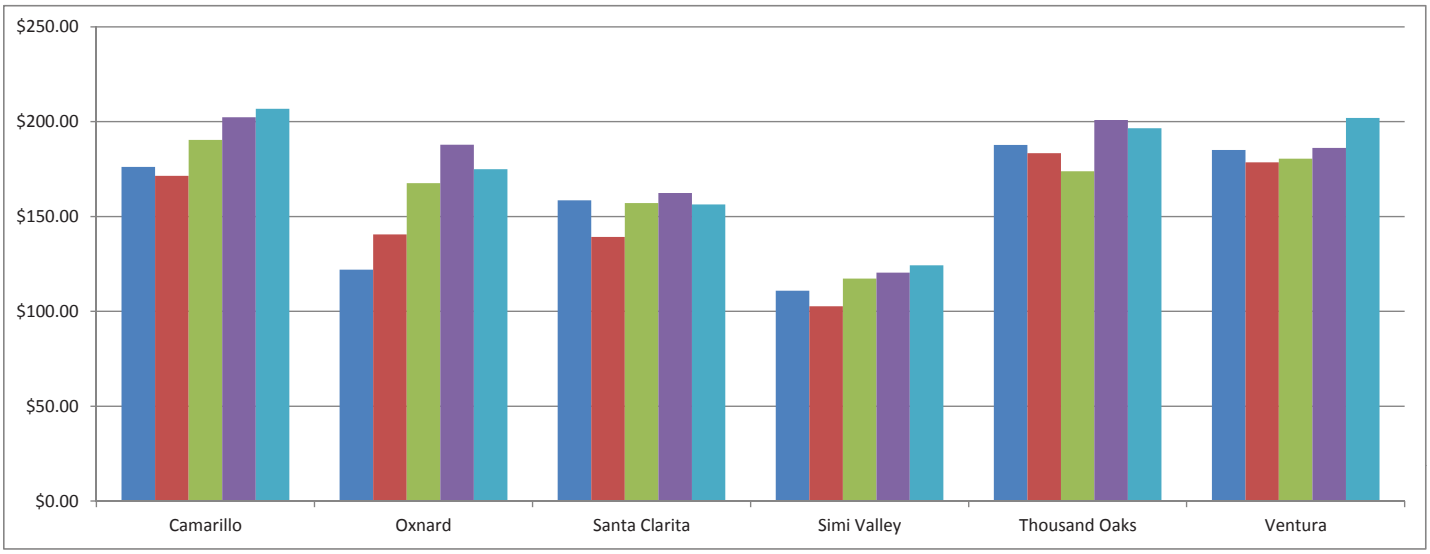


2009	$192,218	$333,209	$99,883	$237,746	$207,966	$287,747
2010	$195,596	$373,273	$101,744	$246,714	$206,722	$287,747
2011	$202,890	$352,420	$120,695	$242,592	$213,459	$279,664
2012	$212,784	$324,840	$154,286	$266,527	$203,512	$283,429
2013	$207,359	$512,759	$97,233	$250,347	$199,846	$275,514

Source: FY 2008-09 - 2012-13 CAFRs, City of Camarillo, City of Oxnard.

CITYWIDE BENCHMARKS

Sales Tax per Capita

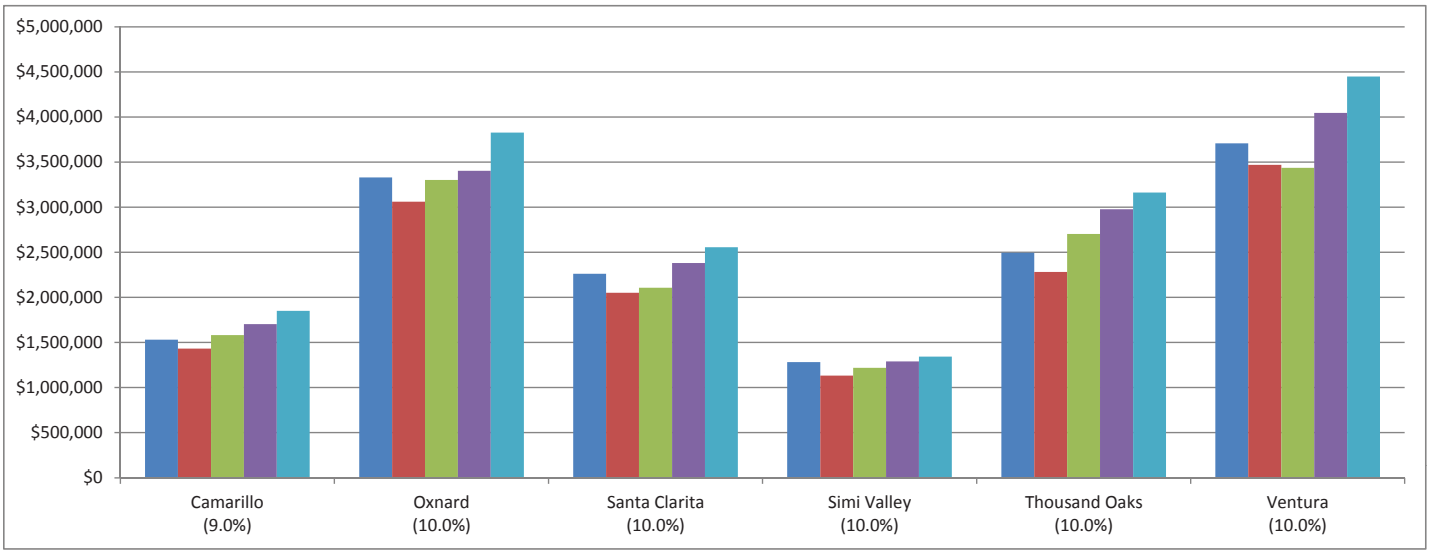


2009	$176.12	$122.01	$158.49	$110.93	$187.71	$185.07
2010	$171.37	$140.51	$139.22	$102.66	$183.35	$178.54
2011	$190.37	$167.60	$157.11	$117.31	$173.84	$180.47
2012	$202.26	$187.79	$162.38	$120.41	$200.88	$186.15
2013	$206.75	$174.88	$156.32	$124.28	$196.47	$201.99

Source: FY 2008-09 - 2012-13 CAFRs.

CITYWIDE BENCHMARKS

Transient Occupancy Tax (TOT)

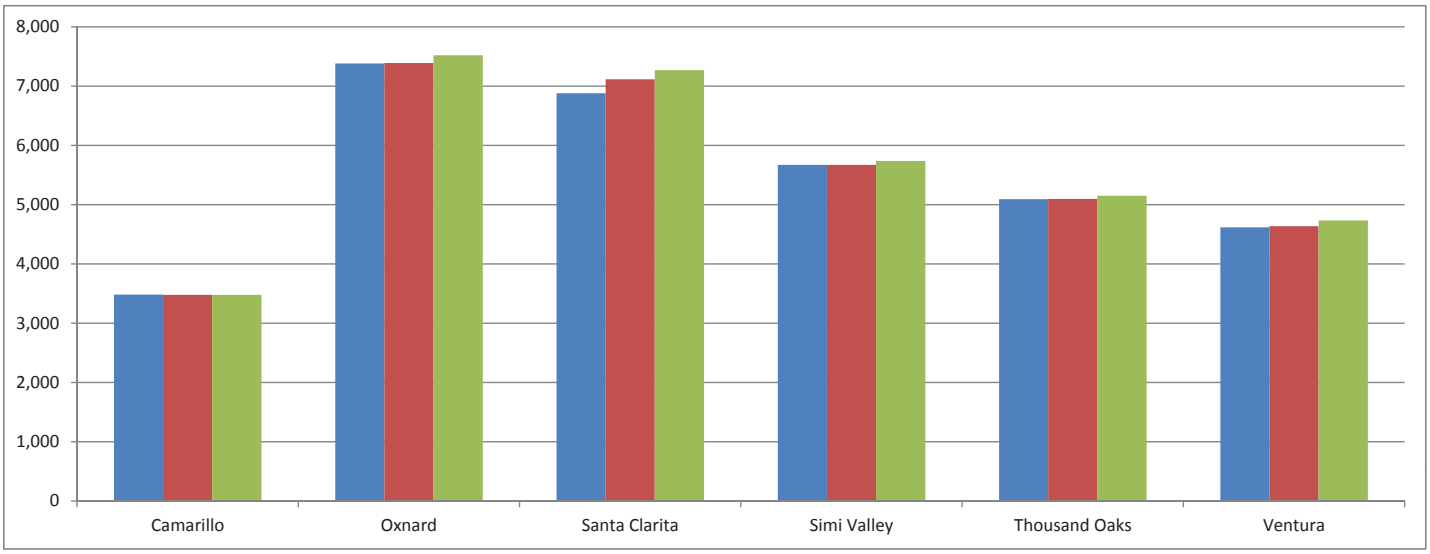


2009	$1,530,088	$3,328,803	$2,260,708	$1,281,678	$2,493,840	$3,707,592
2010	$1,432,231	$3,061,163	$2,050,857	$1,133,882	$2,281,581	$3,468,286
2011	$1,581,673	$3,301,864	$2,106,521	$1,218,094	$2,702,879	$3,435,953
2012	$1,702,362	$3,402,793	$2,380,547	$1,289,395	$2,977,691	$4,044,659
2013	$1,849,831	$3,826,954	$2,556,774	$1,344,328	$3,162,291	$4,449,554

Source: FY 2008-09 - 2012-13 CAFRs.

CITYWIDE BENCHMARKS

Residents per On-Duty Firefighter

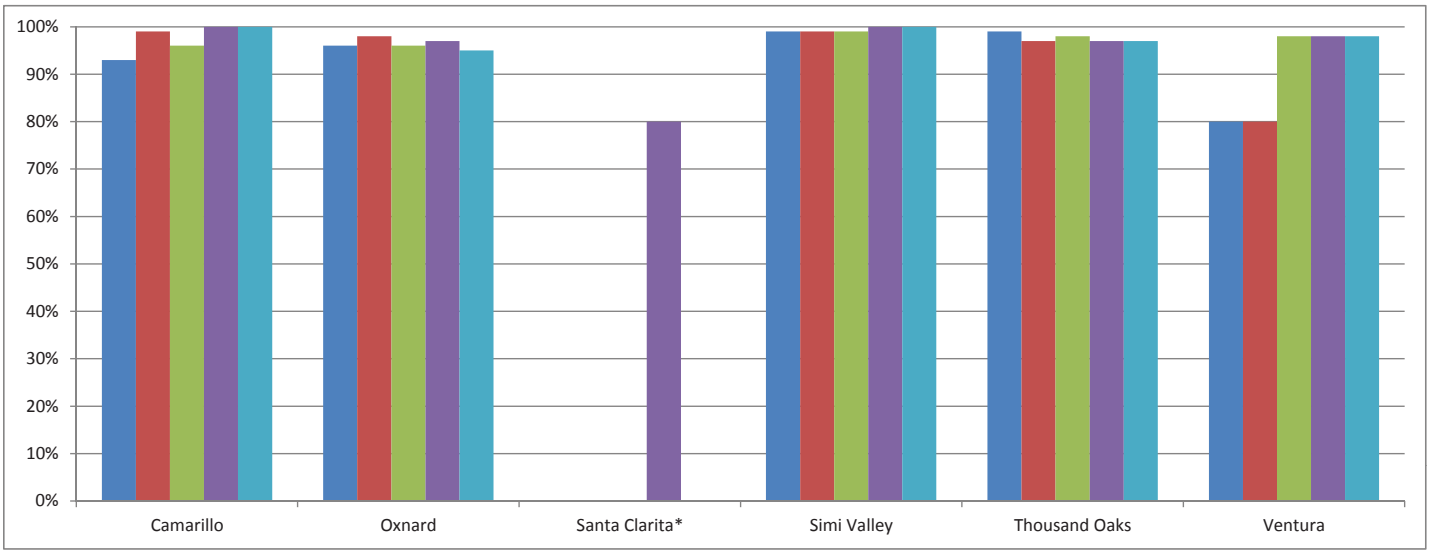


2011	3,481	7,380	6,880	5,670	5,091	4,619
2012	3,479	7,387	7,113	5,669	5,097	4,638
2013	3,478	7,519	7,270	5,736	5,149	4,731

Source: Los Angeles County Fire Department and Ventura County Fire Department.

CITYWIDE BENCHMARKS

Percentage of Signalized Intersections Operating at Level of Service C or Better



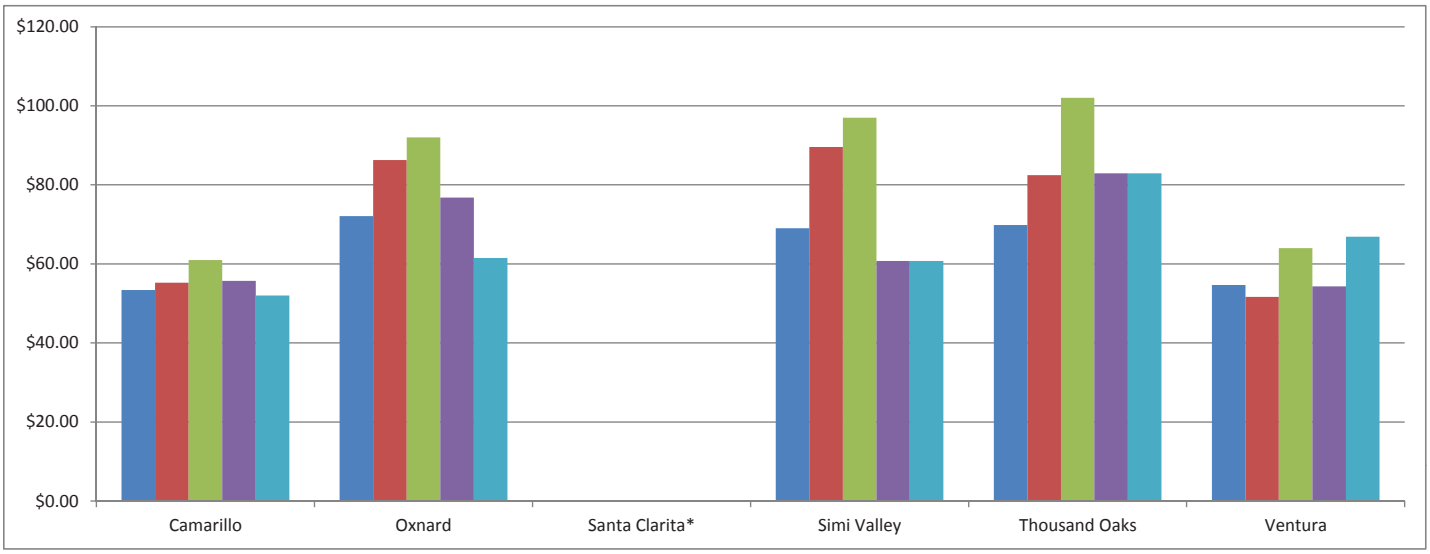
	Camarillo	Oxnard	Santa Clarita*	Simi Valley	Thousand Oaks	Ventura
2009	93%	96%	N/A	99%	99%	80%
2010	99%	98%	N/A	99%	97%	80%
2011	96%	96%	N/A	99%	98%	98%
2012	100%	97%	80%	100%	97%	98%
2013	100%	95%	N/A	100%	97%	98%

* Information unavailable for Santa Clarita for 2009 to 2011 and 2013.

Source: Public Works Department of Each City.

CITYWIDE BENCHMARKS

Municipal Water Rates for Average Househoulds (18 HCF)



2009	$53.38	$72.10	N/A	$69.03	$69.86	$54.67
2010	$55.25	$86.30	N/A	$89.60	$82.43	$51.67
2011	$61.00	$92.00	N/A	$97.00	$102.00	$64.00
2012	$55.71	$76.78	N/A	$60.73	$82.90	$54.34
2013	$52.02	$61.48	N/A	$60.73	$82.90	$66.89

* Santa Clarita does not provide water service.

Most Water agencies have tiered Water Rates. These figures in this chart reflect costs for an "average" household only.

Note: Rates are for City provided water systems only, based on the average household. Private providers and Investor Owned Utility (IOU) systems charge more, on average.

Note: Several other public water systems are contemplating significant rate increases over the next ten years.

Source: Public Works Department of Each City, excludes Tiered Rates & IOU Rates.

Debt Obligations

DEBT OBLIGATIONS

Governmental Activities – Lease Revenue Bonds

Thousand Oaks Public Financing Authority – 2010 Refunding Lease Revenue Bonds

On June 29, 2010, the Authority issued $16,405,000 of 2010 Refunding Lease Revenue Bonds. The purpose of the bonds is to redeem the Authority's 2002 Refunding Certificates of Participation and provide reserves for the 2010 bondholder payments. These bonds are payable solely from and secured by a pledge of revenues consisting primarily of lease payments to be made by the City pursuant to a lease agreement. The bonds mature annually in amounts ranging from $555,000 on June 1, 2011, to $1,105,000 in 2032. Interest on the bonds is payable on June 1 and December 1 of each year, with interest rates ranging from 2 percent to 5 percent. As of June 30, 2014, amounts outstanding with and without amortized premiums were $14,399,036 and $14,290,000, respectively.

Future Debt Payments – Refunding Lease Revenue Bonds

As of June 30, 2014, the total future debt payments for the 2010 Refunding Lease Revenue Bonds, including interest thereon, were as follows:

Year Ending	2010 Refunding Lease Revenue Bonds		
June 30,	Principal	Interest	Total
2015	$ 560,000	$ 600,313	$ 1,160,313
2016	580,000	577,913	1,157,913
2017	600,000	554,713	1,154,713
2018	630,000	524,713	1,154,713
2019	650,000	505,813	1,155,813
2020-2024	3,640,000	2,135,113	5,775,113
2025-2029	4,455,000	1,326,881	5,781,881
2030-2032	3,175,000	296,819	3,471,819
Total	$ 14,290,000	$ 6,522,278	$ 20,812,278

Business-type Activities – Notes/Loans Payable

State of California – 1999 State Water Resources Control Board

On March 12, 1999, the State Water Resources Control Board (SWRCB) authorized a State of California loan to the City. The purpose of the loan is for operational improvements to the Hill Canyon Wastewater Treatment Plant (HCTP) to comply with waste discharge requirements and expand the capacity of the HCTP. On October 5, 1999, the City borrowed $2,355,514. The interest rate on the loan is 2.4 percent and the loan is to be repaid in twenty equal installments (principal and interest) each June 15 beginning 2000 through 2019, with the exception of 2002. As of June 30, 2014, $692,511 was outstanding.

DEBT OBLIGATIONS

State of California – 2000 State Water Resources Control Board

On January 11, 2000, the SWRCB authorized a State of California loan to the City. The purpose of the loan is for operational improvements to the HCTP to comply with waste discharge requirements and expand the capacity of the HCTP. In fiscal year 2000-01, the City borrowed $20,100,000 and in fiscal year 2001-02, the City borrowed an additional $8,751,032. During fiscal year 2002-03, the City borrowed an additional $976,474 that resulted in a total state loan of $29,827,506. The interest rate on the loan is 2.7 percent. Accrued interest accumulated during construction, in the amount of $1,308,946, was transferred to the principal balance increasing the total loan amount to $31,136,452. The loan is to be repaid in twenty annual installments (principal and interest) beginning in fiscal year 2003-04. As of June 30, 2014, $16,069,765 was outstanding.

Future Debt Payments – 1999-2000 State Water Resources Control Board Loan Payable

As of June 30, 2014, the total future debt payments for the SWRCB loan payable, including interest thereon, are as follow:

Year Ending	1999 SWRCB Loan			2000 SWRCB Loan		
June 30,	Principal	Interest	Total	Principal	Interest	Total
2015	$ 132,037	$ 16,620	$ 148,657	$ 1,601,247	$ 433,884	$ 2,035,131
2016	135,206	13,451	148,657	1,644,480	390,650	2,035,130
2017	138,450	10,206	148,656	1,688,881	346,249	2,035,130
2018	141,773	6,884	148,657	1,734,481	300,649	2,035,130
2019	145,045	3,481	148,526	1,781,312	253,818	2,035,130
2020-2023	-	-	-	7,619,364	521,157	8,140,521
Total	$ 692,511	$ 50,642	$ 743,153	$ 16,069,765	$ 2,246,407	$ 18,316,172

Business-type Activities – Revenue Refunding Bonds

2010 Wastewater Revenue Refunding Bonds

On January 28, 2010, the City issued $11,690,000 revenue refunding bonds. The purpose of the bonds is to redeem the City's 1998 Wastewater System Certificates of Participation and provide reserves for the 2010 Bondholder payments. These bonds are payable from and secured solely by net revenues derived from the operation of the City's wastewater system. The bonds mature annually in amounts ranging from $1,020,000 on October 1, 2010, to $1,370,000 in fiscal year 2019-20. Interest on the bonds is payable on April 1 and October 1 of each year, with interest rates ranging from 1.5 percent to 5 percent. As of June 30, 2014, amounts outstanding with and without amortized premiums were $7,952,471 and $7,480,000, respectively.

DEBT OBLIGATIONS

Future Debt Payments – 2010 Wastewater Revenue Refunding Bonds

As of June 30, 2014, the total future debt payments for the 2010 Wastewater Revenue Refunding Bonds, including interest thereon, was as follows:

Year Ending	2010 Wastewater Revenue Refunding Bonds		
June 30,	Principal	Interest	Total
2015	$ 1,115,000	$ 281,425	$ 1,396,425
2016	1,160,000	238,488	1,398,488
2017	1,220,000	178,988	1,398,988
2018	1,280,000	116,488	1,396,488
2019	1,335,000	62,794	1,397,794
2020	1,370,000	20,550	1,390,550
Total	$ 7,480,000	$ 898,733	$ 8,378,733

Business-type Activities Capital Lease Payable

Effective January 1, 2007, the Golf Course Fund entered into a management agreement with Evergreen Alliance Golf LLP (EAGL), which included capital lease obligations for equipment. As of June 30, 2014, lease agreements covering Prolink Prostar GPS, LP Yamaha 95 YDRE carts, LP Yamaha YT2A beverage cart, Luber Bros Jackobsen equipment package, and a Luber Bros Smithco 3180 Sprayer totaled $679,718. These lease agreements qualify as capital leases for accounting purposes and, therefore, have been recorded at the present value of their future minimum lease payments as of the lease inception date.

The assets acquired through capital leases were as follows:

Year Ending June 30, 2014	Golf Course
Asset:	
Prolink Prostar GPS	$ 185,670
LP Yamaha 95 YDRE carts	327,734
LP Yamaha YT2A beverage cart	9,660
Luber Bros Jackobsen equipment package	115,389
Luber Bros Smithco 3180 Sprayer	41,265
Less: Accumulated depreciation	(267,967)
Total	$ 411,751

The future minimum lease obligations and the net present value of these minimum lease payments as of June 30, 2014, were as follows:

Year Ending June 30,	Golf Course
2015	$ 121,477
2016	117,342
2017	112,530
2018	19,700
Total minimum lease payments	371,049
Less: Interest	(34,882)
Present value of minimum lease payments	$ 336,167

The $75,584 difference between the $411,751 net book value of the assets and the $336,167 present value of the capital lease obligation is due to the timing

DEBT OBLIGATIONS

difference between straight line depreciation and scheduled lease payments. The depreciation schedule adopted matches the useful lives of the assets to the remaining term of the lease obligation.

NON-OBLIGATORY DEBT

(a) Assessment Debt

There are various special assessment districts in the City that have issued special assessment debt. Mello-Roos Bonds have been issued for improvements in these special assessment districts. The bonds are liabilities of the property owners and are secured by liens against the assessed property. The City acts merely as the fiscal agent for the collection of principal and interest payments from the property owners, disbursement of such monies to the bondholders and, if appropriate, beginning foreclosures. As such, these bonds in the outstanding amount of $24,022,000 at June 30, 2014, are not considered obligations of the City and are not reflected in the accompanying basic financial statements.

(b) Multifamily Housing Mortgage Revenue Bonds

Multifamily Housing Mortgage Revenue Bonds provide financing for multifamily rental projects. The bonds are secured by payments made by the project owner and by the underlying property. The bonds are also secured by third-party guarantees for the unequivocal and timely payment of the principal and interest on the bonds.

Multifamily Housing Mortgage Revenue Bonds in the outstanding amount of $10,856,763 at June 30, 2014, are not considered obligations of the City and are not reflected in the accompanying basic financial statements.

Debt Limits

California Government Code Section 43605 states the City shall not incur bonded indebtedness payable from the proceeds of property tax which exceeds 15 percent of the assessed value of all real and personal property of the City. This provision, however, was enacted when assessed valuation was based upon 25 percent of market value. Effective with the 1981-82 fiscal year, each parcel is now assessed at 100 percent of market value (as of the most recent change in ownership for that parcel). In order to reflect the intent of the debt limit stipulation in Section 43605, the 15 percent has been adjusted to one-fourth of that level, or 3.75 percent, of the assessed value of all real and personal property of the City. The cumulative annual debt service of all bond issues supported by the General Fund is restricted to no more than five percent of annual General Fund Revenue.

Bond issues supported by Enterprise Funds should maintain a minimum ratio of net operating income to annual debt service that the Finance Director concludes is beneficial to the City. Typically, the higher the ratio the better the rating and the lower the interest rate paid by the City.

The City has the ability to meet its debt obligations during this two-year budget cycle.

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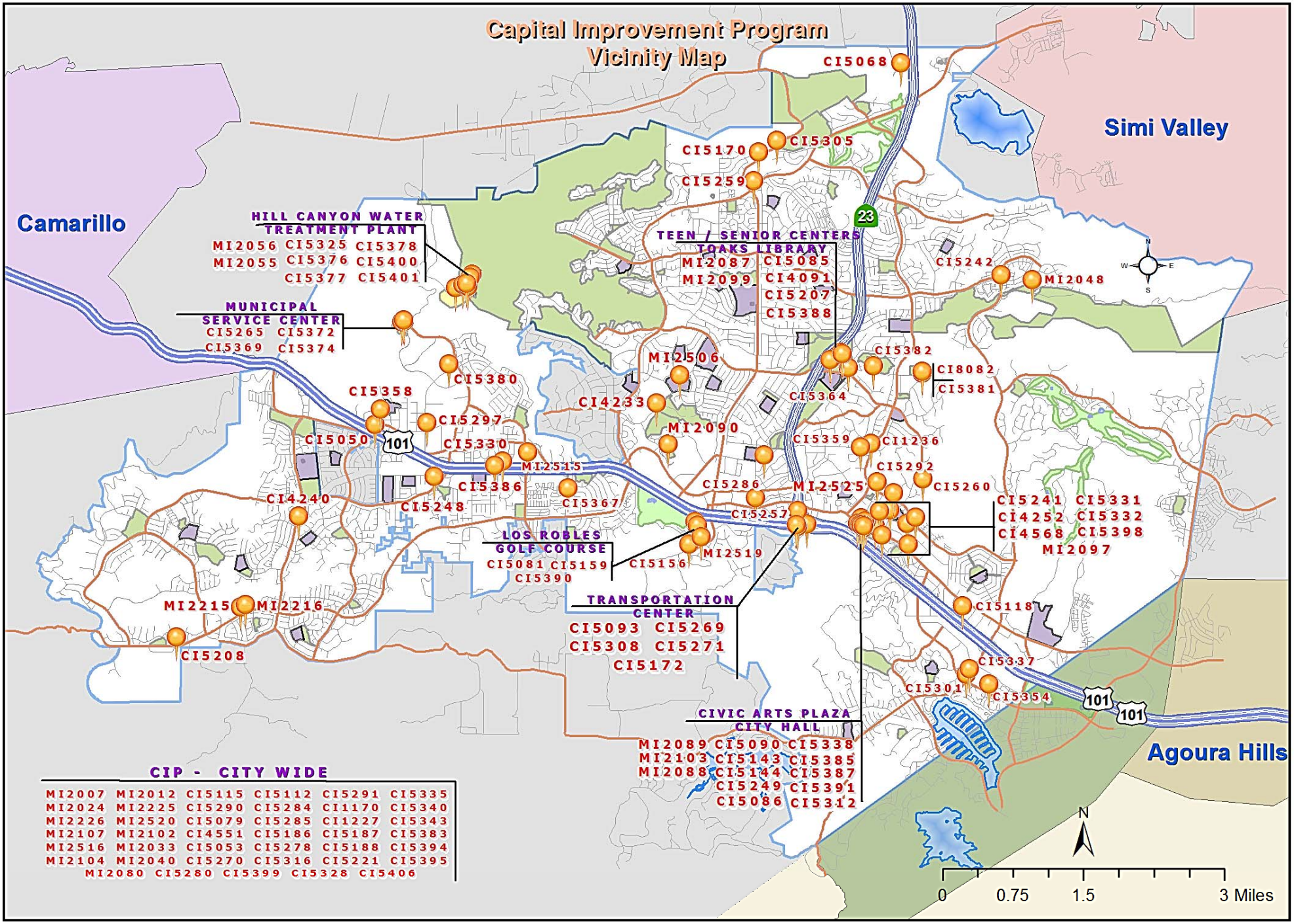
Capital Improvement Program Projects Summary


Capital Improvement Program
Vicinity Map
Camarillo
Simi Valley
Agoura Hills
CI5068
CI5170
CI5305
CI5259
23
HILL CANYON WATER TREATMENT PLANT
MI2056 CI5325 CI5378
MI2055 CI5376 CI5400
CI5377 CI5401
TEEN / SENIOR CENTERS
TOAKS LIBRARY
MI2087 CI5085
MI2099 CI4091
CI5207
CI5388
CI5242
MI2048
MUNICIPAL SERVICE CENTER
CI5265 CI5372
CI5369 CI5374
MI2506
CI5382
CI8082
CI5381
CI5380
CI5358
CI4233
CI5364
CI5297
MI2090
CI5050
101
CI5330
CI5359
CI1236
MI2515
CI5292
CI5386
CI5286
MI2525
CI5260
CI4240
CI5248
CI5367
CI5257
CI5241 CI5331
CI4252 CI5332
CI4568 CI5398
MI2097
LOS ROBLES GOLF COURSE
CI5081 CI5159
CI5390
CI5156
MI2519
MI2215
MI2216
TRANSPORTATION CENTER
CI5093 CI5269
CI5308 CI5271
CI5172
CI5118
CI5208
CI5337
CI5301
CI5354
101
101
CIVIC ARTS PLAZA
CITY HALL
MI2089 CI5090 CI5338
MI2103 CI5143 CI5385
MI2088 CI5144 CI5387
CI5249 CI5391
CI5086 CI5312
CIP - CITY WIDE
MI2007 MI2012 CI5115 CI5112 CI5291 CI5335
MI2024 MI2225 CI5290 CI5284 CI1170 CI5340
MI2226 MI2520 CI5079 CI5285 CI1227 CI5343
MI2107 MI2102 CI4551 CI5186 CI5187 CI5383
MI2516 MI2033 CI5053 CI5278 CI5188 CI5394
MI2104 MI2040 CI5270 CI5316 CI5221 CI5395
MI2080 CI5280 CI5399 CI5328 CI5406
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Capital Improvement Program

Adopted FY 2015-16 and FY 2016-17 Capital Improvement Program Budget

The Adopted Capital Improvement Program (CIP) Budget for Fiscal Year (FY) 2015-16 and FY 2016-17 is prepared separately from the Adopted FY 2015-16 and FY 2016-17 Operating Budget document in order to provide a more thorough and detailed description of the 104 capital improvement projects contained within. The City Council Capital Facilities Committee met on April 2, 2015 to provide guidance on the development of the CIP Budget. The Planning Commission reviewed an earlier version of this document on April 27, 2015 and verified General Plan consistency. A public study session was conducted at the April 28, 2015 City Council meeting. City Council officially adopted the CIP Budget after holding a public hearing on June 9, 2015.

Adhering to City Council's Goals and Top Ten Priorities

On April 14, 2015, City Council adopted ten broad Citywide Goals for FY 2015-16 and FY 2016-17 and Citywide Top Ten Priorities for FY 2015-16, as part of its Annual Goal Setting Workshop. The Adopted FY 2015-16 and FY 2016-17 CIP Budget provides sufficient resources to achieve City Council's Goals and Top Ten Priorities, as well as the several hundred specific "Objectives" within each Department. Attachment #1 provides a table which delineates City Council's Ten Broad Goals and Attachment #2 provides a table which delineates City Council's Top Ten Priorities for FY 2015-16, including funding sources.

CIP Budget History

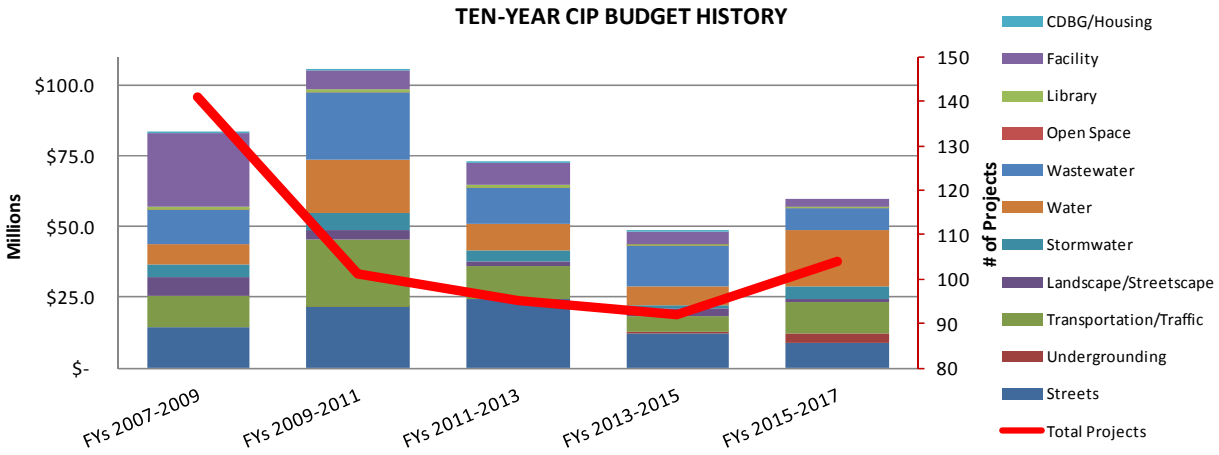
The five-year CIP plan is an essential part of the overall CIP Budget document in order to strategically plan for the community's long-term capital improvement needs. The CIP Budget provides detailed information for each capital improvement project adopted in FY 2015-16 and FY 2016-17, as well as summary information for the projects, staff anticipates undertaking through FY 2019-20 (Five-Year Plan). Since many capital improvement projects take more than two fiscal years to design and construct, developing a five-year plan allows City Council to better forecast and anticipate upcoming citywide capital improvements. As the City's infrastructure ages, a Five-Year Plan also helps identify long term maintenance and asset management funding needs.

The Adopted FY 2015-16 and FY 2016-17 CIP Budget reflects an $11.5 million, or 23.8%, budget increase compared to FY 2013-14 and FY 2014-15. The Adopted FY 2015-16 and FY 2016-17 CIP Budget represents a $45.8 million, or 43.4%, budget decrease from the high in FY 2009-10 and FY 2010-11. Although this represents an overall increase from FY 2013-14 and FY 2014-15 budgets, the majority of the increase is within the Water Fund, while appropriations for Street projects will be the lowest in ten years.

Capital Improvement Program

TEN-YEAR CIP BUDGET HISTORY

Category	# Proj	FYs 2007-2009	# Proj	FYs 2009-2011	# Proj	FYs 2011-2013	# Proj	FYs 2013-2015	# Proj	FYs 2015-2017
1. Water	15	$ 7,212,000	15	$ 18,595,000	11	$ 8,960,000	21	$ 6,785,000	20	$ 19,662,947
2. Transportation/Traffic	23	11,071,000	23	23,882,000	22	11,678,000	23	5,698,088	23	10,692,500
3. Streets	31	14,166,000	12	21,477,553	15	24,303,452	9	12,234,000	16	8,990,194
4. Wastewater	20	12,255,000	20	23,795,000	17	13,055,000	12	14,387,000	16	7,859,659
5. Stormwater	6	4,175,000	6	5,900,000	6	3,925,000	3	1,156,842	6	4,220,000
6. Undergrounding	0	-	2	250,000	0	-	2	337,700	2	3,335,000
7. Facility	32	25,782,000	14	6,407,000	17	8,200,000	14	4,512,000	15	2,495,000
8. Landscape/Streetscape	6	7,110,000	4	3,330,000	2	1,866,000	3	2,600,000	2	1,600,000
9. Library	5	1,070,000	3	1,200,000	3	615,000	3	205,000	3	780,000
10. Open Space	1	120,000	1	120,000	1	120,000	1	140,000	1	140,000
11. CDBG/Housing	2	620,600	1	576,200	1	275,000	1	212,168	0	-
Total	**141**	**$ 83,581,600**	**101**	**$ 105,532,753**	**95**	**$ 72,997,452**	**92**	**$ 48,267,798**	**104**	**$ 59,775,300**
Percentage change				**26.3%**		**-30.8%**		**-33.9%**		**23.8%**



Capital Improvement Program Budget Process & Prioritization of Projects

Budget Process: Development of the Adopted CIP Budget was a cooperative and coordinated effort across all departments. The process began with City Council approval of the Budget Calendar on November 18, 2014. This document contained key deadlines related to both Operating and CIP Budgets.

At the beginning of the budget process, departments submitted proposed capital improvement project worksheets, which were prioritized based on the Financial Strategic Plan and City Council priorities (refer to CIP Project Prioritization on page 433), identified work program goals, project scheduling, and availability of funding. Adopted FY 2015-2016 and FY 2016-2017 appropriations were based on current year dollars using engineers' estimates. Future year appropriations were based on projected available fund balance/net position amounts and/or by an inflationary CPI factor.

Impacts on Fund Balance/Net Assets: Once all projects were identified, they were reviewed and the impact on Fund Balance/Net Assets was evaluated to ensure availability of funds to complete each project. If there was limited funding, staff worked to reprioritize projects to future fiscal years (defer projects) or determine if there were alternative funding sources available. During the upcoming two-year CIP Budget, there is available Fund Balance/Net Assets to complete every project scheduled for FY 2015-

Capital Improvement Program

16 and FY 2016-17. Staff also added a new "Deferred Requirements" section to the CIP budget document (top of next page). As stated prior, staff is currently working on a "Long-Term Financial Strategy" to come up with options to address various Funds fiscal sustainability.

CIP Budget Review Process: The Proposed CIP Budget was reviewed by City Manager's Office prior to input by City Council Capital Facilities Committee on April 2, 2015. The Planning Commission reviewed the Proposed CIP Budget for General Plan Consistency at its April 27, 2015 meeting. A study session was held on April 28, 2015 for review by City Council and to receive input from the public.

Capital improvement expenditures/expenses are reviewed at the end of each fiscal year and, if requested, unspent funds are carried forward to the subsequent fiscal year. The budgetary level of control for all project types is at the fund level. In compliance with the City's formal Financial Policies and Budget Policies, City Manager has the discretion to transfer appropriations between projects within a fund. However, changes to appropriations, or transfers between funds, must be approved by City Council. The Adopted CIP Budget was prepared in accordance with Generally Accepted Accounting Principles (GAAP).

Incorporating the Financial Strategic Plan

As part of the Financial Strategic Plan, staff developed a Ten-Year Capital Improvement Plan to determine potential future direction for the City to take in order to provide and maintain citywide infrastructure over the long run. Facilities Division staff also updated its Fifteen-Year Citywide Facilities Maintenance plan to ensure City facilities are properly maintained. This was the initial step in prioritizing citywide projects, as well as determining funding for projects included in the Adopted CIP document. City staff relied on the Financial Strategic Plan to prepare both Adopted Operating and CIP Budgets.

Organization of FY 2015-2016 and FY 2016-2017 Adopted CIP Budget Document

The CIP Budget is organized into four main sections: 1) Summaries; 2) Deferred Requirements; 3) CIP Projects by Category; and, 4) CIP Projects by Fund.

Summaries Section: This section provides charts and tables which illustrate:

- Five-Year Summary of CIP Projects by Category
- Overview of CIP Projects for FY 2015-16 and FY 2016-17
- Five-Year Summary of CIP by Fund
- Five-Year Project Revenue Summary by Fund
- Revenue Source by Fund

Capital Improvement Program

Deferred Requirements Section: New for this budget cycle, this section illustrates the estimated funding gap, or deferred requirement, based on the amount required to maintain street and sidewalk infrastructure and the anticipated funding available. Projects that have deferred requirements will be highlighted in this portion of the document.

CIP Projects by Category Section: This section consists of the 11 categories, separated by individual tabs. Within each tab are separate pages for each CIP project for FY 2015-16 and FY 2016-17. Separate pages are not provided for projects planned to begin in FY 2017-18, FY 2018-19, or FY 2019-20. Instead, summary information is provided at the beginning of each category. Included on each project page of particular importance is the following:

- "Expended" column - provides the history of the actual amount spent to date on a project.

- "Budget to Date/Carryover" column - provides a better disclosure of commitments and/or restrictions to available fund balance. Additionally, the use of this column provides City Council with a formal method to "reauthorize" appropriation authority for all carryovers of unfinished capital projects.

- CIP Project Priorities - City Council previously established a three-tier priority ranking system to provide guidance for prioritizing capital projects and updated Priority One during the CIP public hearing. The following rankings are used in the CIP Budget and also in staff reports to City Council that involve adopted capital improvement projects:

  Priority One – Essential projects which address health and safety, legal, and regulatory requirements, *as well as City Council's "Top Ten Priorities" projects.*

  Priority Two – Necessary, but not essential, and there could be consequences if deferred.

  Priority Three – Nice to do and would contribute to quality of life, but not essential.

Staff continued to review City Council priorities throughout the development of the Adopted CIP Budget to ensure that: 1) Higher priority projects are done during the upcoming two fiscal years; and, 2) Priority rankings are consistent.

CIP Projects by Fund Section: This section provides an overview of all projects by fund and subdivided by category. This portion illustrates how much each fund will spend on capital improvement projects, as well as the overall impact of adopted capital projects on each fund's available balance.

Capital Improvement Program

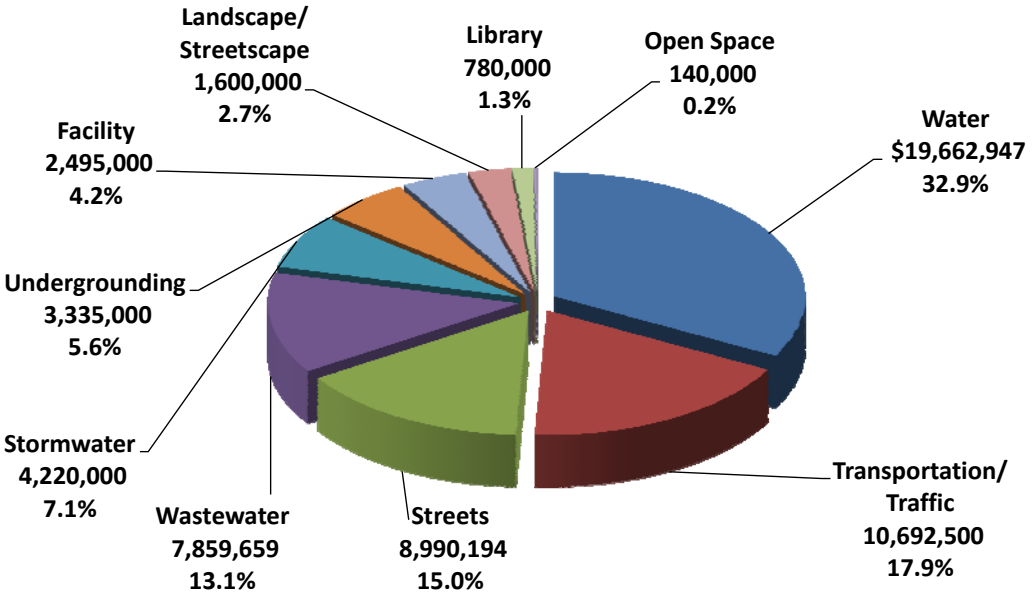
Overview of Adopted FY 2015-16 and FY 2016-17 CIP Budget

Adopted FY 2015-16 and FY 2016-17 CIP Budget is presented in the table and pie chart below, with a total budget of $59,775,300. Also included in the table is the estimated Carryover Budget of FY 2014-15 budget to FY 2015-16 in the amount of $49,977,561.

Adopted FYs 2015-2017 CIP Budget

Category	Carryover	FY 2015-16	FY 2016-17	Total
1. Water	$ 2,341,350	$ 7,492,947	$ 12,170,000	**$ 19,662,947**
2. Transportation/ Traffic	6,875,596	4,560,000	6,132,500	**10,692,500**
3. Streets	4,169,651	1,300,000	7,690,194	**8,990,194**
4. Wastewater	2,431,024	3,934,659	3,925,000	**7,859,659**
5. Stormwater	275,000	620,000	3,600,000	**4,220,000**
6. Undergrounding	11,105,581	3,155,000	180,000	**3,335,000**
7. Facility	11,960,111	1,555,000	940,000	**2,495,000**
8. Landscape/ Streetscape	100,000	300,000	1,300,000	**1,600,000**
9. Library	467,100	580,000	200,000	**780,000**
10. Open Space	1,795,000	70,000	70,000	**140,000**
11. Community Facilities Dist	8,457,148	-	-	-
TOTAL	**$ 49,977,561**	**$ 23,567,606**	**$ 36,207,694**	**$ 59,775,300**

Projects by Category FYs 2015-2017, $59.8M



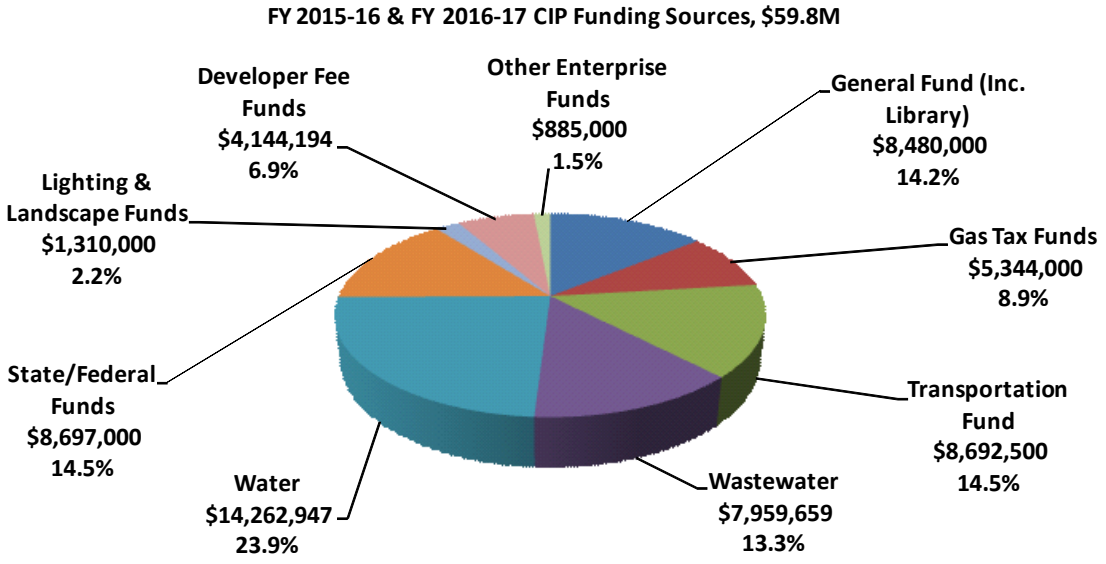
Capital Improvement Program

The ten largest adopted capital improvement projects are presented as follows:

	Project #	Project Name	Category	Carryover	FYs 2015-2017 Budget	Total Budget
1.	CI5331	Thousand Oaks Blvd Undergounding	Undergrounding	$ 10,525,000	$ 2,975,000	**$13,500,000**
2.	CI5118	Auto Mall Street Parking Modifications	Community Facility Dist	8,457,148	-	**8,457,148**
3.	MI2520	North Pleasant Valley Regional Desalter	Water	469,969	5,250,000	**5,719,969**
4.	CI4091	Community Center Expansion (Holding Acct)	Facility	5,120,792	-	**5,120,792**
5.	CI5231	Pavement Rehabilitation Citywide FY 15-17	Streets	-	4,074,000	**4,074,000**
6.	CI5330	Newbury Road Project Area	Transp/Traffic	3,823,000	-	**3,823,000**
7.	CI8082	La Granada Pump Station	Water	32,579	2,700,000	**2,732,579**
10.	MI2048	Sapwi Trails Community Park (Lang Ranch)	Facility	2,500,000	-	**2,500,000**
10.	CI5264	Thousand Oaks Transit Bus Purchase	Transp/Traffic	-	2,500,000	**2,500,000**
10.	CI5271	Transportation Center CNG Fueling Station	Transp/Traffic	-	2,500,000	**2,500,000**
				$ 30,928,488	**$ 19,999,000**	**$50,927,488**

Project Funding for Adopted FY 2015-16 and FY 2016-17 CIP Budget

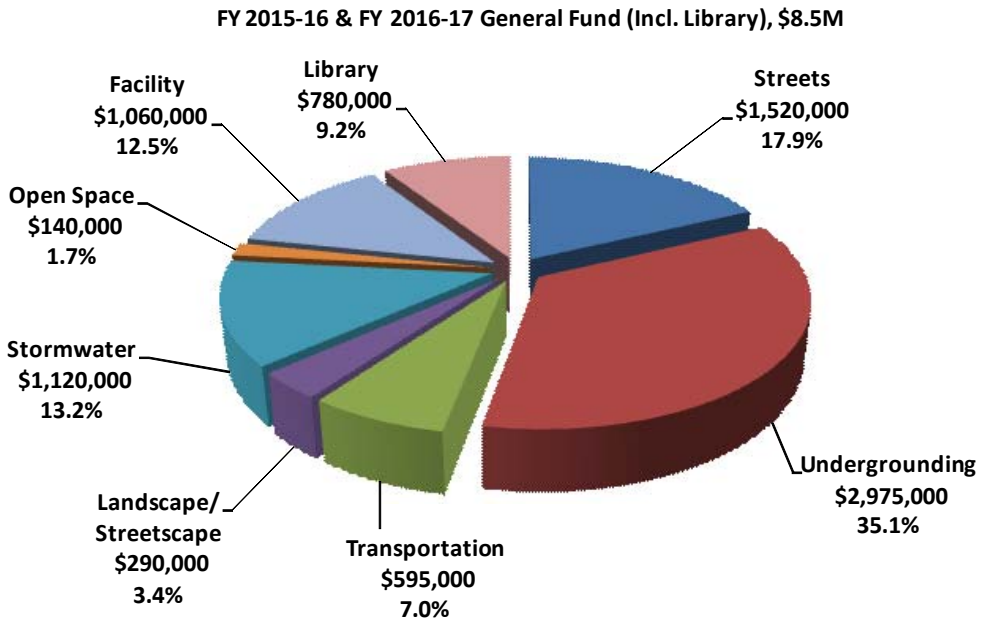
In development of the Adopted FY 2015-16 and FY 2016-17 CIP Budget, staff analyzed available funding sources and potential grants to support each project request. For any one project, the City may use multiple funding sources. This is illustrated in the "CIP Projects by Fund" section. Adopted appropriations by funding source for the Adopted FY 2015-16 and FY 2016-17 CIP Budget is as follows:



Capital Improvement Program

Following are highlights of the major funding sources for the CIP Budget:

General Fund (including Library Fund): General Fund is the City's primary operating fund and provides City Council with the most discretion in allocating resources. Capital projects are funded with General Fund reserves. The Adopted FY 2015-16 and FY 2016-17 CIP Budget in the General Fund and Library Fund is $8,480,000, as highlighted below:



The two largest General Fund supported capital projects in the Adopted FY 2015-16 and FY 2016-17 CIP Budget are:

- Thousand Oaks Boulevard Undergrounding - $2,975,000
- Thousand Oaks Boulevard Streetscape Improvements - $1,300,000

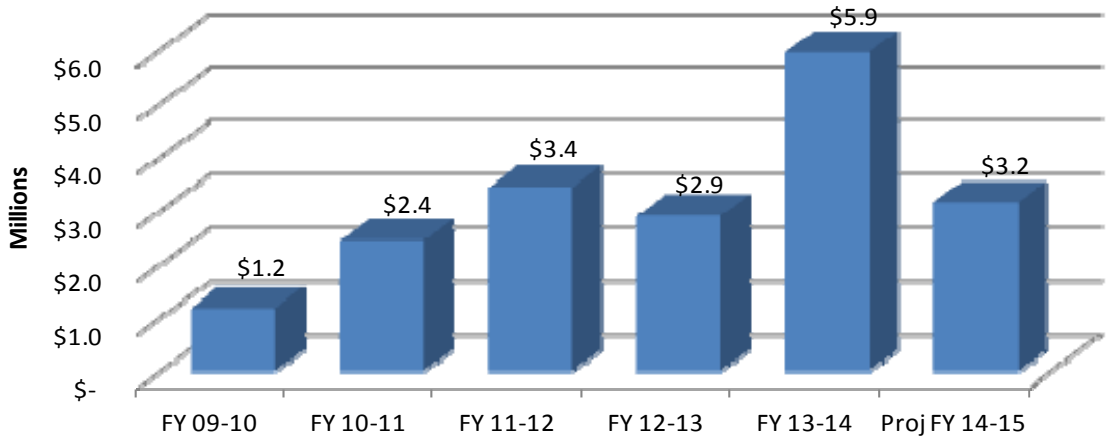
In November 2013, the City, as the Thousand Oaks Redevelopment Successor Agency, obtained a "Finding of Completion" from the State's Department of Finance. This milestone allowed the Successor Agency to enter into an agreement regarding the expenditure of excess Redevelopment bond proceeds for capital projects in a manner consistent with the original bond covenants. The bond proceeds were transferred to the City and are programmed for the Thousand Oaks Boulevard Undergrounding project. The project has $10.5 million in former Redevelopment Agency bond proceeds along with $2.975 million General Fund contribution. More information regarding the project can be found on page 34 of the Adopted FY 2015-16 and FY 2016-17 CIP Budget document.

Capital Improvement Program

Thousand Oaks Boulevard Streetscape Improvements project of $1.3 million evolved from the adopted Thousand Oaks Boulevard Specific Plan. With the dissolution of the local Redevelopment Agency, this project is to be funded by the General Fund while staff continues to seek alternative funding sources, such as grants. In accordance with the Thousand Oaks Boulevard Specific Plan, the project will enhance pedestrian nodes and improve sidewalk curb extensions, pedestrian crossings, and use of accent trees and other landscaped features in the Downtown area.

The table below shows the five-year history of General Fund and Library Fund capital expenditures. The increase in FY 2013-14 is primarily due to Erbes Road improvements and Kavli Lobby renovation. The General Fund and Library Fund averaged $3.2 million in expenditures over the past five years, as highlighted below:

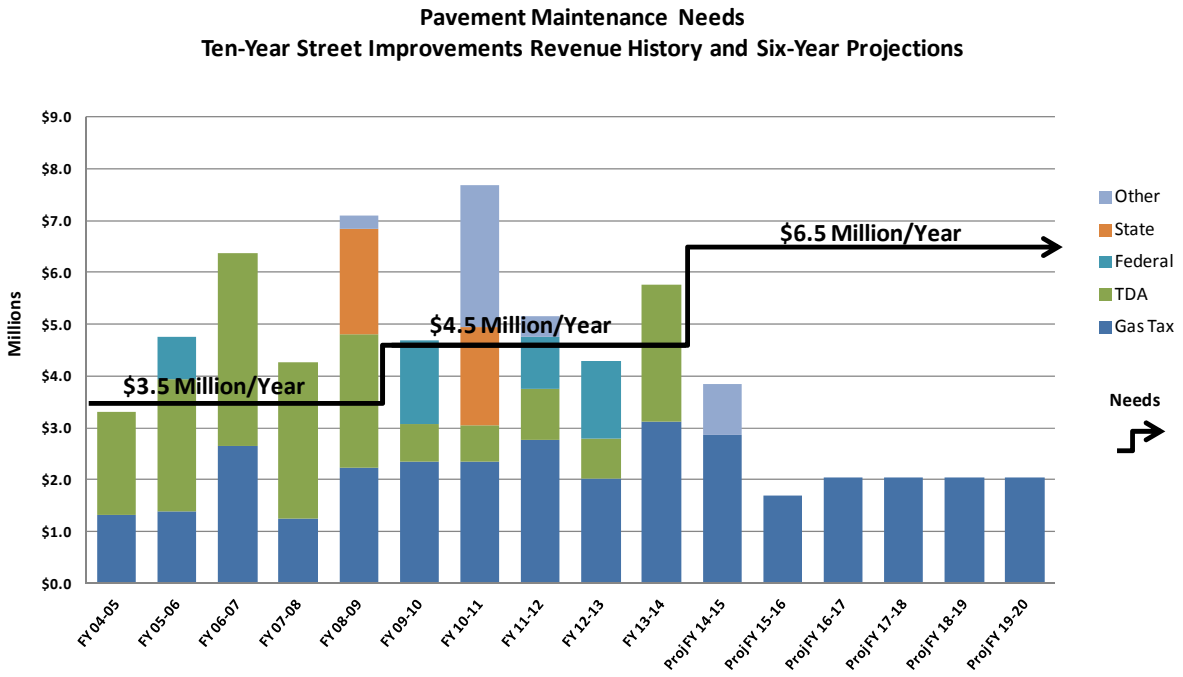
Five-Year History of General Fund & Library Fund Capital Expenditures



Street Improvement Funds: Historically, the City has relied on several funding sources for local, public infrastructure projects. This has included State Gas Tax, Transportation Development Act (TDA) funds, federal and State grants, local Redevelopment Agency (RDA) funds, and Verizon FTTP revenue sources. Due to recent State legislation, beginning in July 2014, the City is no longer able to use TDA funds toward street-related purposes. As seen in the graph on the following page, TDA funds were a significant funding source for street infrastructure projects over the past ten years. In addition to this shift in TDA funds, Federal and State one-time grants are not as available as they were in the past to assist with local street infrastructure projects and RDA revenue has been eliminated. The elimination of these sources of revenue will result in an ongoing capital revenue challenge for the community. Street improvement revenue has decreased from a high of $7.7 million in FY 2010-11 to a low of $1.7 million projected in FY 2015-16, representing a 78% decrease.

Capital Improvement Program

The graph below shows the ten-year street improvement revenue history, projections through FY 2019-20, and street improvement needs.



Per City's Pavement Management Program, in order to maintain existing pavement conditions, the City should be funding pavement rehabilitation at an annual amount of $6.5 million for FY 2015-16 through FY 2019-20. Traffic congestion and street maintenance were ranked as high priorities by the City's residents in the recent Community Attitude Survey.

As shown in the table below, for the Adopted FY 2015-16 and FY 2016-17 CIP Budget, the actual amount required to maintain street and sidewalk infrastructure based on the Pavement Management Plan is underfunded by $10.6 million and will be deferred. The average two-year pavement maintenance requirement is approximately $14 million. Although only the two years of deferred street and sidewalk infrastructure is shown, without a new revenue source to fund the maintenance and improvement to this infrastructure, the deferred costs will continue to increase.

Deferred Requirements

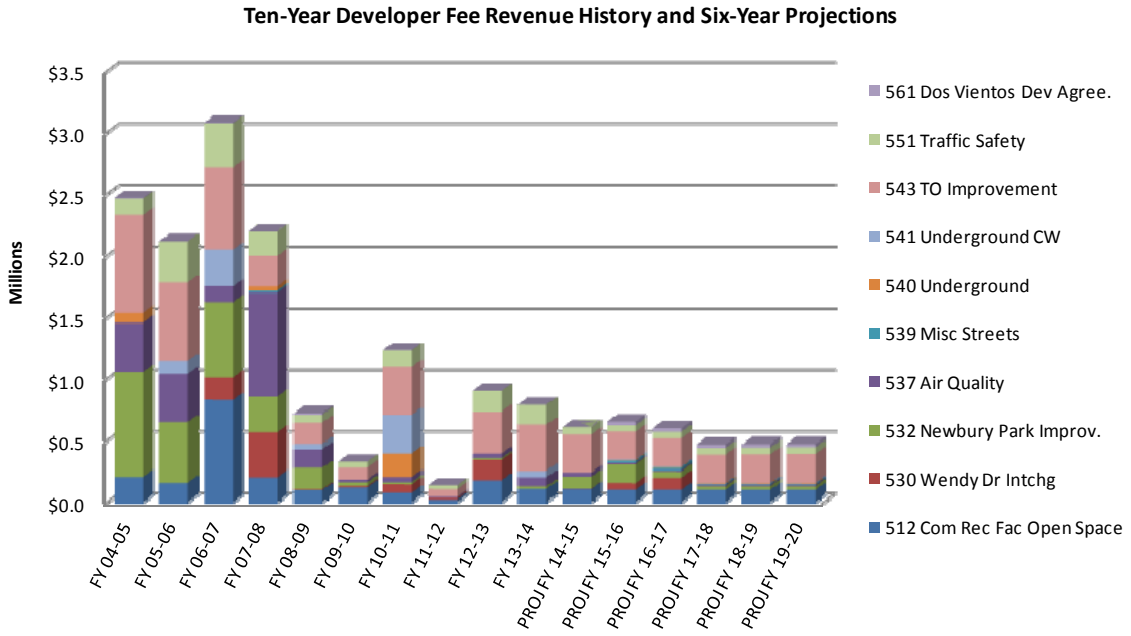
	Project #	Project Name	Category	FY 2015-16	FY 2016-17	Total Deferred
1.	CI5231	Pavement Rehabilitation Citywide FYs 15-17	Street	$ 50,000	$ 5,476,000	$ 5,526,000
2.	MI2526	Pavement Slurry Seal - Citywide	Street	-	3,880,000	3,880,000
3.	CI5124	Curb Ramps - Annual - FYs 15-17	Street	70,000	780,000	850,000
4.	MI2012	Concrete Replacement & Sidewalk Repair	Street	140,000	230,000	370,000
				$ 260,000	**$10,366,000**	**$ 10,626,000**

Capital Improvement Program

Developer Fee Funds: Adopted FY 2015-16 and FY 2016-17 CIP Budget is $4,144,194 for Developer Fee funds. Some major projects are as follows:

- Haigh Road Drainage Channel Improvements - $800,000
- Los Feliz/Conejo School Road Sidewalk - $500,000
- Lawrence Drive & Teller Road Traffic Signal Installation - $450,000

Since the City has transitioned from growth to maintenance, it has experienced a significant drop in Developer Fee revenue over the past ten years. It is expected that this trend will continue in future budget cycles and will no longer be a major source of revenue for funding street and transportation/traffic infrastructure projects. Developer Fee revenue has decreased from a high of $3.1 million in FY 2006-07 to $0.6 million projected in FY 2014-15, representing an 80 percent decrease. The graph below shows the ten-year Developer Fee revenue history, along with projections through FY 2019-20.



Over the last ten years, Developer Fee revenue has supported several major projects. Some of these projects were Erbes Road improvements, Transportation Center, Lynn Road bike lanes, Wendy Drive/US 101 interchange, Borchard Road extension, Moorpark Road repavement and sidewalk improvements, Conejo Creek bike path, and Citywide undergrounding and traffic signal equipment improvements. With the loss of RDA funds and the limited revenue available from Developer Fees going forward, this will continue to strain the City's ability to fund local street and road-related infrastructure projects.

Capital Improvement Program

Lighting and Landscaping Funds: Adopted FY 2015-16 and FY 2016-17 CIP Budget is $1,310,000 for Lighting and Landscaping funds. Projects are as follows:

- Existing Landscaping Upgrades - $1,300,000
- Forestry Master Plan - $10,000

The Forestry Master Plan (Plan) will assess and inventory City's street trees. The Plan will provide planting themes, recommend species and maintenance practices, assess current policies and procedures, and provide strategies for public outreach, community participation and education. The Forestry Master Plan total cost is $110,000 with the Landscape Fund providing support of $10,000. This is a timely project in light of the current drought status in the State. Staff is researching possible grant opportunities.

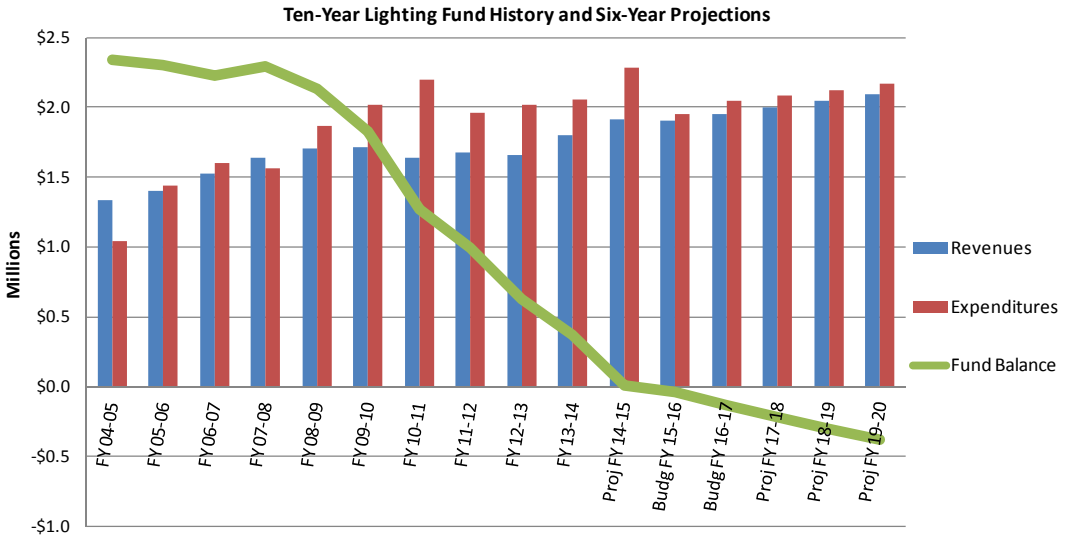
Another relevant project is the Landscape Upgrades project which will improve and upgrade landscaped areas and irrigation systems with drought resistant plants to lower long-term maintenance costs, improve operational efficiency and water conservation, while still providing aesthetic enhancements.

Another challenge in maintaining the City's infrastructure is the maintenance and upgrade of the City's traffic signals, lighted cross walks, and street lights. There are two main revenue sources in the Lighting Fund, ad valorem property taxes and special assessments. The Lighting Fund has limited ability to increase revenue since ad valorem is restricted to the CPI inflationary factor maximum of 2% and the lighting special assessment is restricted to an inflationary factor maximum of 3% without citywide balloting. Costs for contract services and electricity have outpaced revenues, and the Lighting Fund balance has been drawn down by an average of $250,000 per year. Furthermore, the Lighting Fund receives an annual transfer in from the Traffic Signal Maintenance Developer Fee as a supplemental revenue source. This revenue source is estimated to be depleted in FY 2017-18 and will no longer have funding available to supplement the Lighting Fund, which is an estimated $0.2 million recurring revenue loss to the fund.

The City has started to address this challenge by reducing the annual traffic signal maintenance contract by an estimated $0.1 million per year to reduce expenditures. In addition, to further address the lack of available funding, two annual maintenance projects were reclassified from the Lighting Fund to the General Fund, as they had been budgeted in the General Fund in the past: Traffic Signal Cabinet Replacements and Signal Equipment Upgrades/Maintenance.

Capital Improvement Program

The graph below shows the ten-year Lighting Fund history along with projections through FY 2019-20, without General Fund support.



Water and Wastewater Funds: In 2013, City prepared its Water and Wastewater Financial Plans, as well as an Asset Management Plan. The Plans established a framework for future planning of Water and Wastewater system capital needs and established rates that integrated capital requirements. The Plans reviewed and updated the current rate structures and ensured financial sufficiency, improved financial health of the funds, and also developed sufficient reserve fund targets. Both the Water and Wastewater funds are adequately prepared for future CIP budgets.

Adopted FY 2015-16 and FY 2016-17 CIP Budget is $14,162,947 for the Water Fund and $7,959,659 for the Wastewater Fund. Some of the major projects to highlight are:

Water:

- North Pleasant Valley Regional Desalter - $5,250,000
- La Granada Pump Station - $2,700,000
- Lang Ranch Reservoir Improvements - $1,375,000

Wastewater:

- Wastewater Pipe and Maintenance Hole Relining - $1,900,000
- Interceptor Phase V – Unit Y2 - $1,350,000

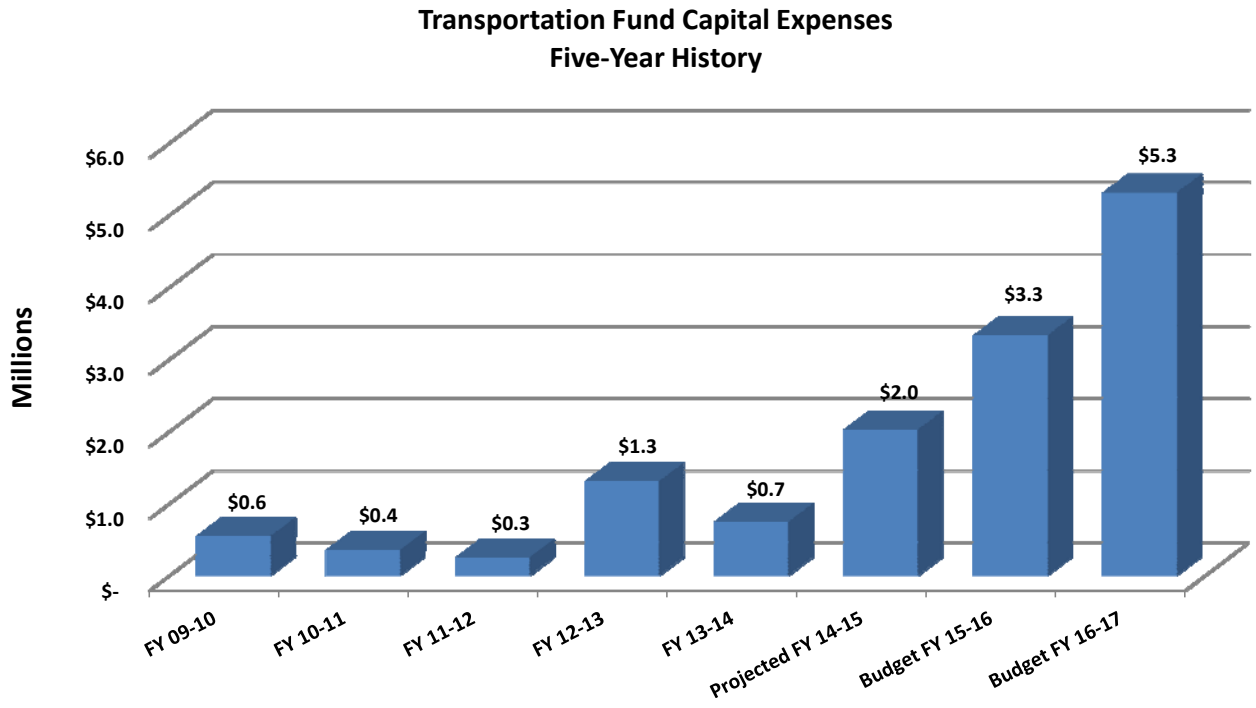
The City is currently affected by the statewide drought and to address the impact it will have on the local community, there are several projects in the Adopted FY 2015-16 and FY 2016-17 CIP Budget which address water conservation. The following projects focus on reducing the City's reliance on imported water: Conejo Valley Non-Potable Water Utilization, Water Master Plan Update, Conejo Valley Groundwater Supply Study, and North Pleasant Valley Regional Desalter. In addition, the Automated Meter Reading (AMR) Program project assists in detecting water leaks and managing water consumption.

Capital Improvement Program

Transportation Fund: Adopted FY 2015-16 and FY 2016-17 CIP Budget for the Transportation Fund is $8,642,500. The majority of projects are funded by Federal grants. If an adopted project in the CIP Budget does not receive the anticipated grant funding, the project will not commence until alternative funding is secured. Some of the major projects include:

- Transportation Center CNG Fueling Station - $2,500,000
- Thousand Oaks Transit Bus Purchase - $2,500,000
- Transportation Center Bus Parking - $2,250,000

The graph on the following page shows a five-year history along with a projection for FY 2014-15, and the two budgeted years for Transportation Fund capital expenditure. The City purchased new buses, onboard bus equipment, and Dial-A-Ride vans for a total of $1.9 million, which is shown in the projected FY 2014-15 CIP Budget, primarily funded through grants. In the FY 2012-13 CIP Budget, the largest expenditure was for construction of the Transportation Center Parking Expansion. The Adopted CIP Budget for FY 2015-16 and FY 2016-17 includes several projects anticipated to receive grant funding. If grant funds are not received, projects will be put on hold until alternative funding sources are identified.



Capital Improvement Program

Other Enterprise Funds: Funding included in the Adopted FY 2015-16 and FY 2016-17 CIP Budget for the Golf Course Fund is $630,000 and for the Theatres Fund is $255,000. Projects to highlight include:

- Kavli Auditorium Upgrades - $200,000
- Conejo Players Parking Lot Slurry - $100,000
- Kavli Box Office Upgrades - $55,000

CIP Challenges

The City's infrastructure is aging and with the City at build out, limited new and future development will not provide CIP funding at levels seen in past years. The City faces the challenge of how to fund future capital improvement and maintenance projects with shrinking revenue sources. If the City continues to defer maintenance on its local infrastructure for any length of time, the cost of ongoing maintenance and repairs will increase substantially. These issues will be discussed as part of the Strategic Funding Options review to be presented to City Council in fall 2015. Examples of challenges going forward include:

- General Fund –
  - Facing increasing strain to support projects that have traditionally been supported by other funds.
- Gas Tax Funds –
  - TDA revenues no longer available for street maintenance projects.
  - Unable to fully fund annual street and sidewalk maintenance projects.
- Developer Fee Funds –
  - Decline in Developer Fee revenue over the past ten fiscal years as the City has reached build-out. This trend is expected to continue in the future, greatly impacting the availability of funding for future capital projects.
- Redevelopment Agency –
  - Elimination of Redevelopment Agencies by the State poses a significant funding challenge for CIP projects in the future.

Capital Improvement Program

CIP Challenges (cont.):

- Lighting and Landscaping Funds –
  - Limited projects due to structural imbalance of the funds.
- Transportation Fund –
  - Reduced grant funding for various projects.
- Theatres Fund –
  - Theatres Fund has used net assets to make up for its operating deficit gap during past fiscal years. To assist in the funds sustainability during the last budget cycle, some capital improvement projects were funded by the General Fund. The City has taken steps to achieve a balanced budget. However, the City will need to continue to work to increase Net Position to pay for future maintenance of the Theatres.
- On-Going Operations Impacts –
  - Operations impacts are addressed with each project that is submitted for inclusion in the CIP manual. With every project, the on-going costs are reviewed and if the Fund(s) cannot support these additional costs, the project is either put “on-hold” or “cancelled” during the management review process.

Summary

Adopted FY 2015-16 and FY 2016-17 CIP Budget for the next two fiscal years includes 104 projects for a total budget of $59,775,300, which is an increase of $11.5 million, or 23.8 percent from the prior two-year CIP Budget. Adopted FY 2015-16 and FY 2016-17 CIP Budget contains several significant capital improvement projects, such as Thousand Oaks Boulevard Undergrounding, Landscaping Upgrades, and Pavement Rehabilitation, as well as many other projects that are essential to the day-to-day operations of a high quality city. As a maintenance-oriented community in which local revenues have declined and/or been eliminated, the City is now faced with how to maintain existing quality of its infrastructure to meet short and long-term needs of local residents.

Staff believes the Adopted FY 2015-16 and FY 2016-17 CIP Budget represents a responsible fiscal plan that addresses the City’s infrastructure needs for the next two fiscal years and also addresses the sustainability and conservation efforts that are so critical today, while planning for long-term continued management of the City’s $2.0 billion in total public assets.

Capital Improvement Program

Five-Year Summary

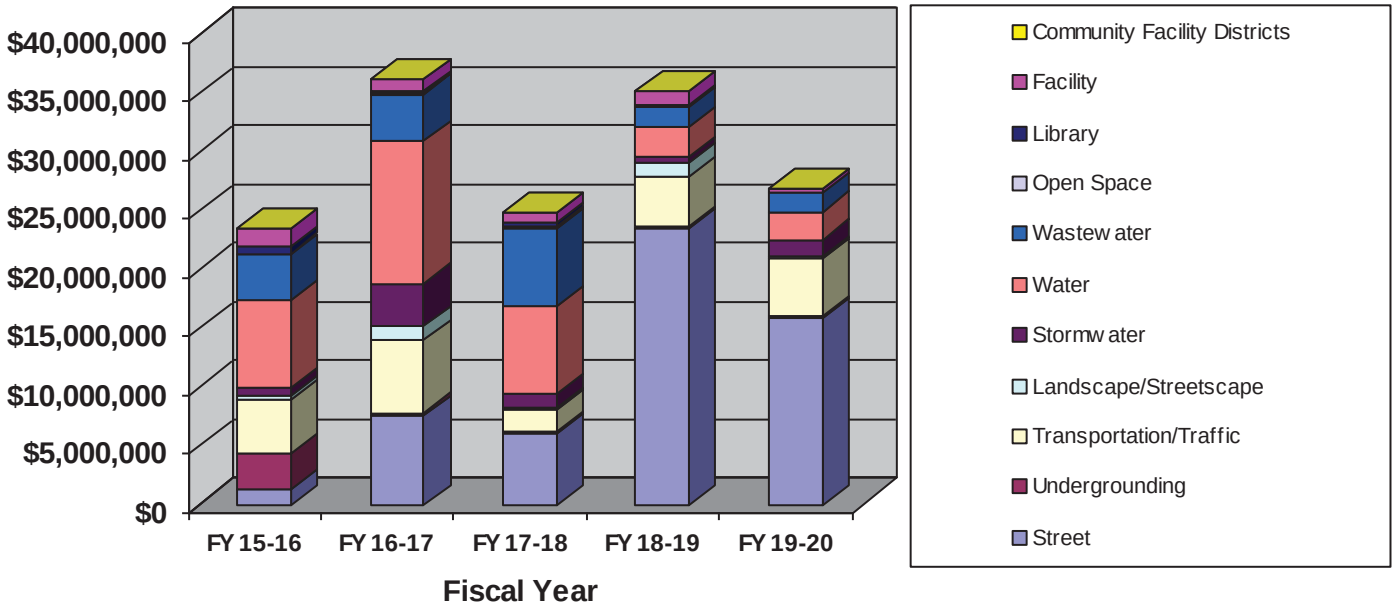
by Category

No.	Category	Page	# Projects	Budget To Date	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	Total
1	**Street Projects**	**8**	**16 / 43**	**$4,169,651**	$1,300,000	$7,690,194	$6,073,000	$23,611,500	$15,874,500	**$58,718,845**
2	**Undergrounding Projects**	**30**	**2 / 5**	**11,105,581**	3,155,000	180,000	180,000	180,000	163,000	**14,963,581**
3	**Transportation/Traffic Projects**	**35**	**23 / 33**	**6,875,596**	4,560,000	6,132,500	1,920,000	4,109,000	4,995,000	**28,592,096**
4	**Landscape/Streetscape Projects**	**63**	**2 / 4**	**100,000**	300,000	1,300,000	100,000	1,200,000	200,000	**3,200,000**
5	**Stormwater Projects**	**66**	**6 / 14**	**275,000**	620,000	3,600,000	1,250,000	630,000	1,399,000	**7,774,000**
6	**Water Projects**	**76**	**20 / 30**	**2,341,350**	7,492,947	12,170,000	7,475,000	2,515,000	2,375,000	**34,369,297**
7	**Wastewater Projects**	**99**	**16 / 19**	**2,431,024**	3,934,659	3,925,000	6,600,000	1,600,000	1,600,000	**20,090,683**
8	**Open Space Projects**	**118**	**1 / 2**	**1,795,000**	70,000	70,000	70,000	70,000	70,000	**2,145,000**
9	**Library Projects**	**121**	**3 / 6**	**467,100**	580,000	200,000	350,000	100,000	0	**1,697,100**
10	**Facility Projects**	**126**	**15 / 37**	**11,960,111**	1,555,000	940,000	835,000	1,200,000	250,000	**16,740,111**
11	**Community Facility Districts Projects**	**157**	**0 / 1**	**8,457,148**	0	0	0	0	0	**8,457,148**
	Grand Total		**104 / 194**	**$49,977,561**	**$23,567,606**	**$36,207,694**	**$24,853,000**	**$35,215,500**	**$26,926,500**	**$196,747,861**

Note: "Budget to Date" refers to budget appropriations approved by City Council prior to June 30, 2015. These appropriations reflect "active" projects and are in addition to those appropriations approved/requested over the next five fiscal years to complete applicable capital improvement projects. "Total" reflects the total of the five fiscal years plus the "Budget to Date" column.

"# Projects" column shows number of projects for proposed Fiscal Years 2015-2016 & 2016-2017 as well as total number of projects listed within each category.

CIP Project Summary
FY 2015-16 through 2019-20

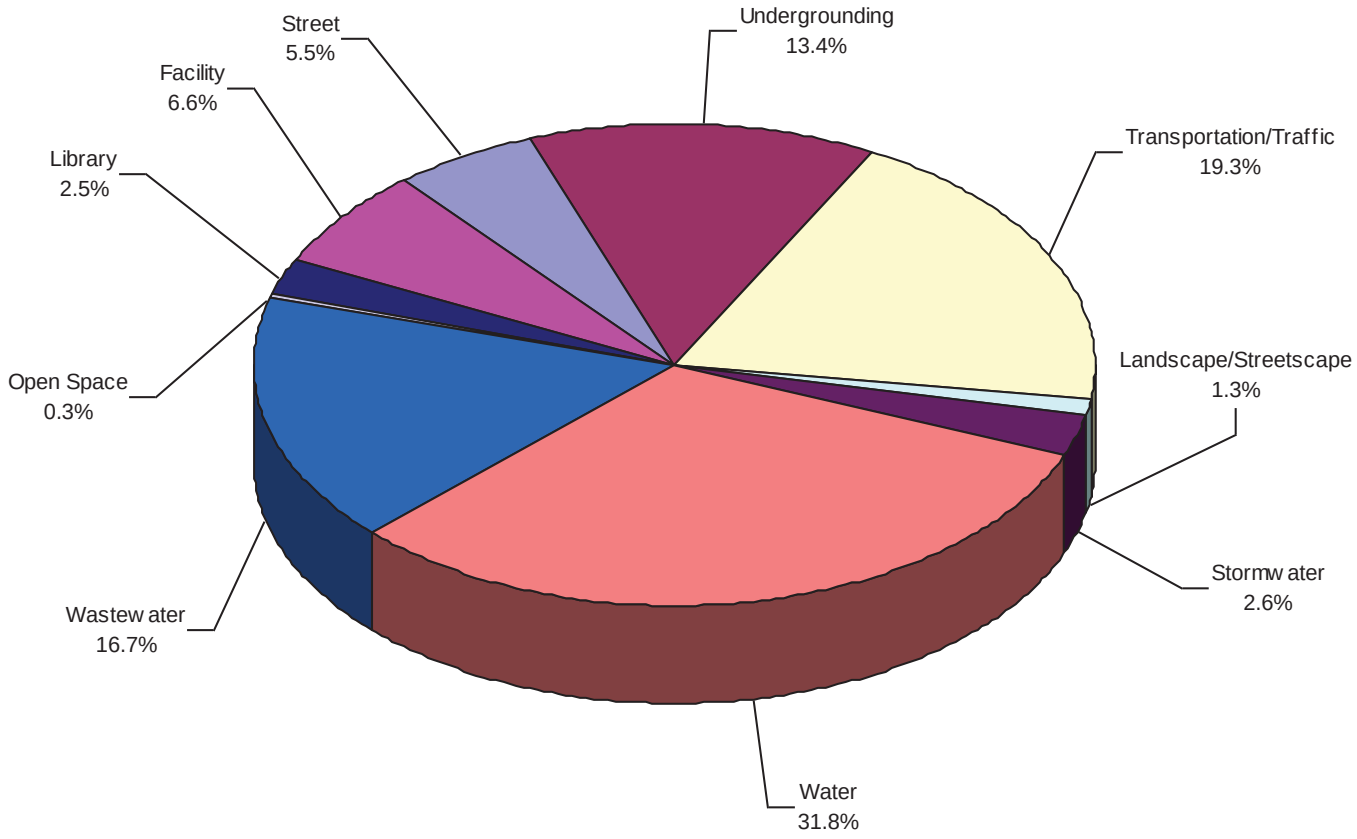


Capital Improvement Program

Overview of Projects

by Category

FY 2015 - 2016



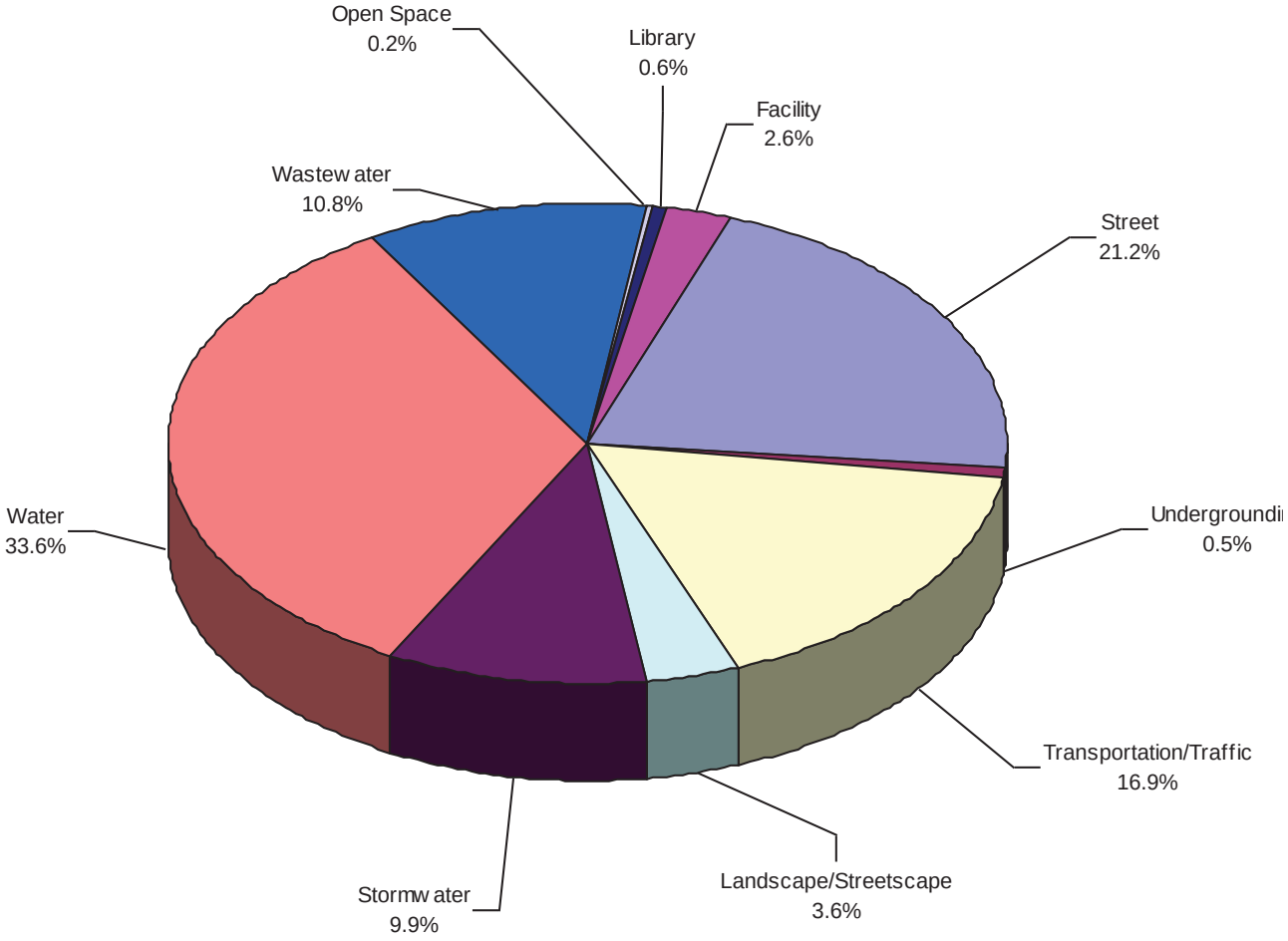
$23,567,606

Capital Improvement Program

Overview of Projects

by Category

FY 2016 - 2017



$36,207,694

Capital Improvement Program

Five-Year Summary

by Fund

No.	Funds	Page	Budget to Date	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	Total
1	General Fund (001)	158	$11,228,471	$5,010,000	$2,690,000	$2,296,000	$2,080,000	$830,000	$24,134,471
2	Library (110)	160	552,100	580,000	200,000	350,000	100,000	0	1,782,100
3	Gas Tax 2105 (132)	161	61,586	155,000	2,178,500	945,000	8,395,000	595,000	12,330,086
4	Gas Tax 2106 (133)	162	0	260,000	770,000	400,000	1,400,000	400,000	3,230,000
5	Gas Tax TDA (135)	163	354,729	0	0	0	0	0	354,729
6	SB 821 (Bicycle/Pedestrian) (136)	164	306,906	55,000	55,000	105,000	55,000	55,000	631,906
7	Gas Tax 2103 (137)	165	100,000	30,000	1,840,500	200,000	7,400,000	200,000	9,770,500
8	Lighting District (141)	166	0	0	0	0	200,000	191,000	391,000
9	Landscape District (142)	167	50,000	10,000	1,300,000	0	0	0	1,360,000
10	Mello Roos - Auto Mall (176)	168	8,457,148	0	0	0	0	0	8,457,148
11	Streets/Transp (Federal) (183)	169	1,250,833	300,000	8,397,000	6,676,300	3,864,000	4,300,000	24,788,133
12	American Recovery & Reinvestment Act (196)		0	0	0	0	0	0	0
13	Thousand Oaks Blvd (RDA) (420)		0	0	0	0	0	0	0
14	Comm Rec Fac Open Space (512)	171	1,795,000	0	0	0	0	0	1,795,000
15	Successor Agency Revenue Bonds (521)	172	14,348,000	0	0	0	0	0	14,348,000
16	Dev. Fees - Wendy Dr Intchg (530)	173	95,344	55,000	100,000	0	0	0	250,344
17	Dev. Fees - Newbury Pk Imprv (532)	174	349,192	570,000	850,000	565,000	3,781,500	10,087,500	16,203,192
18	Dev. Fees - Air Quality (537)	175	281,495	165,000	235,000	213,700	185,000	185,000	1,265,195
19	Dev. Fees - Misc Streets (539)	176	110,970	100,000	0	0	0	0	210,970
20	Dev. Fees - Underground (540)	177	96,500	80,000	80,000	85,000	85,000	83,000	509,500
21	Dev. Fees - Underground CW (541)	178	484,081	100,000	100,000	95,000	95,000	80,000	954,081
22	Dev. Fees - TO Imprv (543)	179	1,068,572	580,000	979,194	587,000	2,760,000	5,495,000	11,469,766
23	Dev. Fees - Traffic Safety (551)	180	50,000	75,000	75,000	175,000	350,000	100,000	825,000
24	Shapell/MGM Ranch Dev. Agreement (560)		0	0	0	0	0	0	0
25	Dos Vientos Dev. Agreement (561)	181	1,199,650	0	0	0	0	0	1,199,650
26	Water Dev Fees (612)	182	427,558	2,275,000	2,400,000	1,375,000	1,175,000	475,000	8,127,558
27	Water Cap Facilities (613)	183	1,941,608	5,317,947	4,270,000	6,100,000	1,340,000	1,900,000	20,869,555
28	Wastewater (621)		0	0	0	0	0	0	0
29	Wastewater Cap Pgm Dev Fees (622)		0	0	0	0	0	0	0
30	Wastewater Cap Fac Rep (623)		0	0	0	0	0	0	0
31	Wastewater Serv. Chrge (624)	184	2,431,024	4,034,659	3,925,000	4,100,000	1,600,000	1,600,000	17,690,683
32	Transportation (651)	185	1,835,964	3,380,000	5,312,500	135,000	100,000	100,000	10,863,464
33	Golf Course - Los Robles (671)	186	1,100,830	380,000	250,000	250,000	250,000	250,000	2,480,830
34	Theatre (681)	187	0	55,000	200,000	200,000	0	0	455,000
	Grand Total		$49,977,561	$23,567,606	$36,207,694	$24,853,000	$35,215,500	$26,926,500	$196,747,861

Note: "Budget to Date" refers to budget appropriations approved by City Council prior to June 30, 2015. These appropriations reflect "active" projects and are in addition to those appropriations approved/requested over the next five fiscal years to complete applicable capital improvement projects. "Total" reflects the total of the five fiscal years plus the "Budget to Date" column.

Capital Improvement Program

Five-Year Project Revenue Summary

by Fund

No.	Funds	Page	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	Total	Revenue Source
1	General Fund (001)	158	$0	$0	$0	$0	$0	$0	(a)
2	Library (110)	160	580,000	200,000	350,000	100,000	0	1,230,000	(a)
3	Gas Tax 2105 (132)	161	740,000	700,000	700,000	700,000	700,000	3,540,000	(c)
4	Gas Tax 2106 (133)	162	365,000	350,000	350,000	350,000	350,000	1,765,000	(c)
5	Gas Tax TDA (135)	163	0	0	0	0	0	0	(c)
6	SB 821 (Bicycle/Pedestrian) (136)	164	55,000	55,000	55,000	55,000	55,000	275,000	(c)
7	Gas Tax 2103 (137)	165	600,000	1,000,000	1,000,000	1,000,000	1,000,000	4,600,000	(c)
8	Lighting District (141)	166	0	0	0	0	0	0	(a)
9	Landscape District (142)	167	0	0	0	0	0	0	(a)
10	Mello Roos - Auto Mall (176)	168	0	0	0	0	0	0	
11	Streets/Transp (Federal) (183)	169	300,000	8,397,000	6,676,300	3,864,000	4,300,000	23,537,300	(b)
12	American Recovery & Reinvestment Act (196)		0	0	0	0	0	0	(b)
13	Thousand Oaks Blvd (RDA) (420)		0	0	0	0	0	0	(d)
14	Comm Rec Fac Open Space (512)	171	100,000	100,000	100,000	100,000	100,000	500,000	(e)
15	Successor Agency Revenue Bonds (521)	172	0	0	0	0	0	0	
16	Dev. Fees - Wendy Dr Intchg (530)	173	55,000	100,000	0	0	0	155,000	(f)
17	Dev. Fees - Newbury Pk Imprv (532)	174	152,700	50,000	30,000	30,000	30,000	292,700	(f)
18	Dev. Fees - Air Quality (537)	175	11,000	10,000	10,000	10,000	10,000	51,000	(f)
19	Dev. Fees - Misc Streets (539)	176	18,200	19,900	8,000	8,000	8,000	62,100	(f)
20	Dev. Fees - Underground (540)	177	4,000	4,000	4,000	4,000	4,000	20,000	(f)
21	Dev. Fees - Underground CW (541)	178	6,000	6,000	6,000	6,000	6,000	30,000	(f)
22	Dev. Fees - TO Imprv (543)	179	225,000	227,000	229,000	231,000	233,000	1,145,000	(f)
23	Dev. Fees - Traffic Safety (551)	180	53,500	54,000	54,500	55,000	55,500	272,500	(f)
24	Shapell/MGM Ranch Dev. Agreement (560)		0	0	0	0	0	0	(f)
25	Dos Vientos Dev. Agreement (561)	181	30,000	29,000	28,000	27,000	26,000	140,000	(f)
26	Water Dev Fees (612)	182	66,000	61,000	53,000	40,000	39,000	259,000	(g)
27	Water Cap Facilities (613)	183	3,800,000	3,900,000	4,000,000	4,100,000	4,200,000	20,000,000	(g)
28	Wastewater (621)		0	0	0	0	0	0	(g)
29	Wastewater Cap Pgm Dev Fees (622)		0	0	0	0	0	0	(g)
30	Wastewater Cap Fac Rep (623)		0	0	0	0	0	0	(g)
31	Wastewater Serv. Chrge (624)	184	184,000	193,000	191,000	199,000	201,000	968,000	(g)
32	Transportation (651)	185	3,380,000	5,312,500	135,000	100,000	100,000	9,027,500	(a)
33	Golf Course - Los Robles (671)	186	380,000	250,000	250,000	250,000	250,000	1,380,000	(g)
34	Theatre (681)	187	0	0	0	0	0	0	(g)
	Grand Total		$11,105,400	$21,018,400	$14,229,800	$11,229,000	$11,667,500	$69,250,100	

Revenue Source

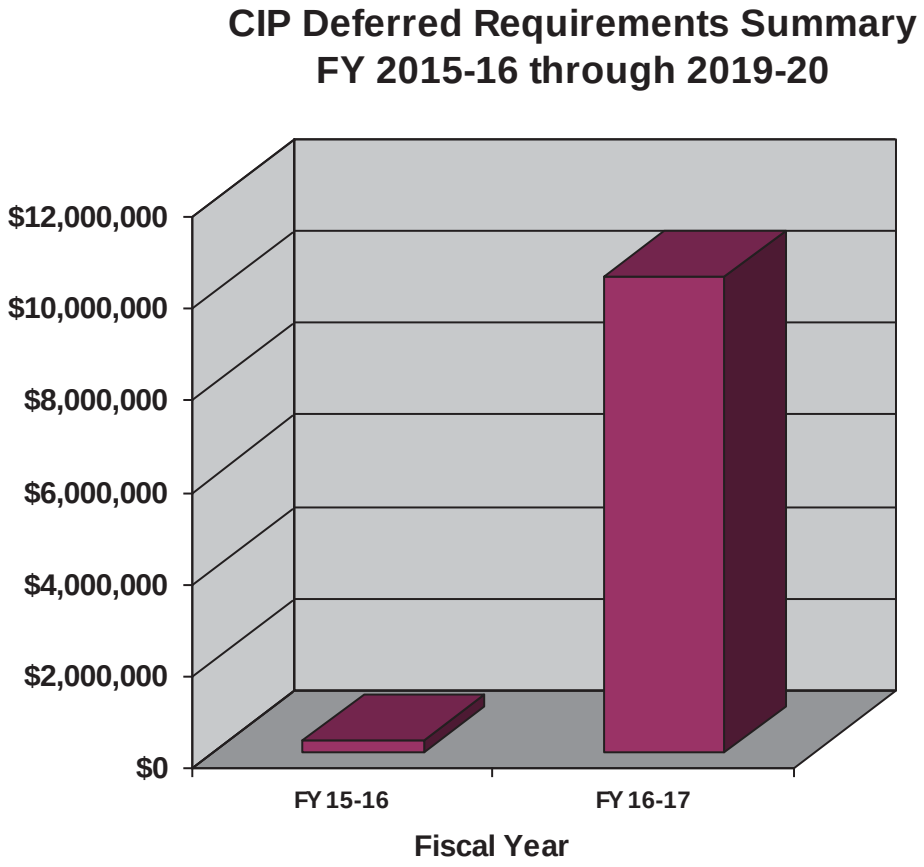
(a) Fund Reserves
(b) Grant Reimbursements
(c) State Gas Tax Revenues
(d) Redevelopment Debt
(e) Bedroom Tax, General Fund/Golf Course Transfer
(f) Developer Fees/Agreement Funds
(g) Service Fees/Retained Earnings

Capital Improvement Program

Deferred Requirements Summary

No.	Project		Page	FY 2015-16	FY 2016-17	Total
Street Projects						
1	**MI2526**	**Pavement Slurry Seal - Citywide**	**29**	$0	$3,880,000	**$3,880,000**
2	**CI5231**	**Pavement Rehabilitation Citywide FY 2015-17**	**15**	50,000	5,476,000	**5,526,000**
3	**CI5124**	**Curb Ramps Citywide - Annual - FY 2015-17**	**13**	70,000	780,000	**850,000**
4	**MI2012**	**Concrete Replacement and Sidewalk Repair - Citywide**	**25**	140,000	230,000	**370,000**
Grand Total				**$260,000**	**$10,366,000**	**$10,626,000**

Note:



Capital Improvement Program

Five-Year Summary

General Fund (001)

Street Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI1236	Erbes Road Improvements	One	9	**$141,001**	$0	$0	$0	$0	$0	**$141,001**
CI5170	North Moorpark Road Sidewalk and Bike Lanes	Three	14	**0**	0	100,000	79,000	0	0	**179,000**
CI5308	Rancho Road Sidewalk and Bike Lanes	Two	19	**0**	0	110,000	92,000	0	0	**202,000**
CI5391	Thousand Oaks Boulevard Streetscape Improvements	Two	23	**0**	300,000	1,000,000	0	0	0	**1,300,000**
CI5398	Thousand Oaks Blvd Curb Extentions and Enhanced Ped	Two	24	**0**	0	10,000	45,000	0	0	**55,000**
MI2035	Benchmark Circuit & Centerline Monumentation Update	Three		**0**	0	0	300,000	100,000	100,000	**500,000**
Street Total				**$141,001**	**$300,000**	**$1,220,000**	**$516,000**	**$100,000**	**$100,000**	**$2,377,001**

Undergrounding Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI5331	Thousand Oaks Boulevard Undergrounding	One	34	**$0**	$2,975,000	$0	$0	$0	$0	**$2,975,000**
Undergrounding Total				**$0**	**$2,975,000**	**$0**	**$0**	**$0**	**$0**	**$2,975,000**

Transportation/Traffic Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI5050	Route 101 at Wendy Drive Interchange Improvements	Two	38	**$128,700**	$0	$0	$0	$0	$0	**$128,700**
CI5257	Traffic Signal Cabinet Replacements	One	44	**0**	60,000	60,000	60,000	60,000	60,000	**300,000**
CI5354	Agoura Road at Village Glen Avenue	Two	55	**0**	75,000	0	0	0	0	**75,000**
MI2080	Signal Equipment Upgrades/Maintenance	One	60	**0**	200,000	200,000	200,000	200,000	200,000	**1,000,000**
Transportation/Traffic Total				**$128,700**	**$335,000**	**$260,000**	**$260,000**	**$260,000**	**$260,000**	**$1,503,700**

Landscape/Streetscape Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI4066	City Entrance/Gateway Signs	Three		**$0**	$0	$0	$0	$500,000	$200,000	**$700,000**
CI5115	Existing Landscaping Upgrades	Two	64	**0**	200,000	0	0	0	0	**200,000**
MI2107	Forestry Master Plan	Two	65	**50,000**	90,000	0	0	0	0	**140,000**
Landscape/Streetscape Total				**$50,000**	**$290,000**	**$0**	**$0**	**$500,000**	**$200,000**	**$1,040,000**

Stormwater Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI5112	Stormwater Quality Improvements	Three	67	**$0**	$0	$250,000	$0	$0	$0	**$250,000**
CI5152	Lynn Road at Janss Road Channel	One		**0**	0	0	900,000	0	0	**900,000**
CI5186	Upgrade Storm Grates	Two	68	**200,000**	0	0	0	0	0	**200,000**
CI5315	Replace Corrugated Metal Pipes FY 2014-15	Two	69	**35,000**	0	0	0	0	0	**35,000**
CI5316	Replace Corrugated Metal Pipes FY 2015-17	Two	70	**0**	250,000	250,000	0	0	0	**500,000**
CI5366	Replace Corrugated Metal Pipes FY 2017-20	Two		**0**	0	0	200,000	200,000	200,000	**600,000**
MI2516	NPDES Hydromodification Study	One	74	**0**	70,000	0	0	0	0	**70,000**
MI2527	South Branch Arroyo Conejo Improvements	Two	75	**0**	150,000	150,000	0	0	0	**300,000**
Stormwater Total				**$235,000**	**$470,000**	**$650,000**	**$1,100,000**	**$200,000**	**$200,000**	**$2,855,000**

Open Space Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI1170	COSCA Improvements and Renovations - Citywide	Two	119	**$0**	$70,000	$70,000	$70,000	$70,000	$70,000	**$350,000**
Open Space Total				**$0**	**$70,000**	**$70,000**	**$70,000**	**$70,000**	**$70,000**	**$350,000**

Continued...

Capital Improvement Program

Five-Year Summary

General Fund (001)

(Continued)

Facility Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI4091	Community Center Expansion (Holding Account)	Three	127	**$5,120,792**	$0	$0	$0	$0	$0	**$5,120,792**
CI5079	Hillcrest Energy Savings Upgrades	Two	128	**46,726**	0	0	0	0	0	**46,726**
CI5085	Teen and Senior Center Energy Savings Upgrades	Two	130	**46,726**	0	0	0	0	0	**46,726**
CI5086	Civic Arts Plaza Energy Savings	Two	131	**759,905**	0	0	0	0	0	**759,905**
CI5090	Parking Structure Improvements	One	132	**147,570**	0	0	0	0	0	**147,570**
CI5093	Transportation Center Energy Savings Upgrades	Two	133	**38,750**	0	0	0	0	0	**38,750**
CI5143	Civic Arts Plaza Fire Alarm System	One	134	**460,000**	0	0	0	0	0	**460,000**
CI5144	Civic Arts Plaza Security Upgrades	One	135	**297,422**	0	0	0	0	0	**297,422**
CI5249	Civic Arts Plaza Electronic Poster Cases	Three	137	**72,000**	0	0	0	0	0	**72,000**
CI5312	Fiber to City Facilities	Two	138	**397,553**	0	0	0	0	0	**397,553**
CI5332	CAP Sign Renovation	Two	139	**132,500**	0	0	0	0	0	**132,500**
CI5338	Utility Mgt Syst/Sub-Metering	Two	140	**42,776**	150,000	0	0	0	0	**192,776**
CI5372	Fueling Station Upgrade	Two	143	**0**	200,000	0	0	0	0	**200,000**
CI5385	Kavli Backstage Area Facilities	One	144	**0**	20,000	30,000	0	0	0	**50,000**
CI5386	Courtyard of the Oaks Renovation	One	145	**0**	75,000	0	0	0	0	**75,000**
CI5387	Civic Arts Plaza Exposed Roof	Two	146	**0**	5,000	150,000	0	0	0	**155,000**
CI5388	Fire Alarm System Upgrades at Various Facilities	One	147	**0**	70,000	60,000	0	0	0	**130,000**
CI5416	Civic Arts Plaza Carpet Replacement	Three		**0**	0	0	0	275,000	0	**275,000**
CI5417	401 & 403 W. Hillcrest Carpet Replacement	Three		**0**	0	0	0	175,000	0	**175,000**
CI5418	Teen Center/Goebel Center Roof Replacement	Three		**0**	0	0	0	500,000	0	**500,000**
MI2048	Sapwi Trails Community Park (formerly known as Lang R	Two	149	**2,500,000**	0	0	0	0	0	**2,500,000**
MI2090	Hillcrest Accessibility Upgrades	One	152	**69,800**	50,000	0	0	0	0	**119,800**
MI2097	Painting at Various City Facilities	Two	153	**91,250**	0	0	0	0	0	**91,250**
MI2103	CAP Lobby Security Upgrades	Two	154	**200,000**	0	250,000	0	0	0	**450,000**
MI2506	Boys and Girls Club Projects	Three	155	**250,000**	0	0	0	0	0	**250,000**
MI2521	Civic Arts Plaza Exterior Painting	Three		**0**	0	0	250,000	0	0	**250,000**
MI2522	Child Care Center Exterior Painting	Three		**0**	0	0	35,000	0	0	**35,000**
MI2523	Parking Lot Renovations as Various Facilities	Three		**0**	0	0	65,000	0	0	**65,000**
Facility Total				**$10,673,770**	**$570,000**	**$490,000**	**$350,000**	**$950,000**	**$0**	**$13,033,770**

	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
001 - General Fund Total	**$11,228,471**	**$5,010,000**	**$2,690,000**	**$2,296,000**	**$2,080,000**	**$830,000**	**$24,134,471**

General Fund
Fund Summary

	Budget To Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020
Beginning Funds Available for Capital Improvements	$20,010,422	$8,781,951	$3,771,951	$1,081,951	($1,214,049)	($3,294,049)
Project Appropriations	($11,228,471)	($5,010,000)	($2,690,000)	($2,296,000)	($2,080,000)	($830,000)
Project Revenues	$0	$0	$0	$0	$0	$0
Ending Funds Available for Capital Improvements	$8,781,951	$3,771,951	$1,081,951	($1,214,049)	($3,294,049)	($4,124,049)

Capital Improvement Program

Five-Year Summary

Library Fund (110)

Library Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI5207	TO Library Exterior Paving Replacement	Two	122	**$67,100**	$0	$0	$0	$0	$0	**$67,100**
CI5248	Newbury Park Library Roof and Solar	Two	123	**300,000**	255,000	0	0	0	0	**555,000**
CI5415	Grant Brimhall Library Carpet Replacement	Three		**0**	0	0	350,000	0	0	**350,000**
MI2087	TO Library Community Room Upgrades	Three	124	**0**	125,000	0	0	0	0	**125,000**
MI2099	TO Library Fixture and Furniture Replacement	Three	125	**100,000**	200,000	200,000	0	0	0	**500,000**
MI2524	Grant Brimhall Library Exterior Painting	Three		**0**	0	0	0	100,000	0	**100,000**
Library Total				**$467,100**	**$580,000**	**$200,000**	**$350,000**	**$100,000**	**$0**	**$1,697,100**

Facility Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
MI2097	Painting at Various City Facilities	Two	153	**$85,000**	$0	$0	$0	$0	$0	**$85,000**
Facility Total				**$85,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$85,000**

	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
110 - Library Total	**$552,100**	**$580,000**	**$200,000**	**$350,000**	**$100,000**	**$0**	**$1,782,100**

Library Fund Summary

	Budget To Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020
Beginning Funds Available for Capital Improvements	$552,100	$0	$0	$0	$0	$0
Project Appropriations	($552,100)	($580,000)	($200,000)	($350,000)	($100,000)	$0
Project Revenues	$0	$580,000	$200,000	$350,000	$100,000	$0
Ending Funds Available for Capital Improvements	$0	$0	$0	$0	$0	$0

Capital Improvement Program

Five-Year Summary

Gas Tax 2105 Fund (132)

Street Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI1236	Erbes Road Improvements	One	9	**$59,828**	$0	$0	$0	$0	$0	**$59,828**
CI5231	Pavement Rehabilitation Citywide FY 2015-17	Two	15	**0**	50,000	2,073,500	0	0	0	**2,123,500**
CI5241	Los Feliz/Conejo School Road Sidewalk	Two	16	**1,758**	0	0	0	0	0	**1,758**
CI5256	Pavement Overlay Arterial FY 2017-20	Two		**0**	0	0	100,000	7,900,000	100,000	**8,100,000**
CI5371	Sidewalk Improvements Citywide - FY 2015-17	One	22	**0**	55,000	55,000	0	0	0	**110,000**
CI5410	Sidewalk Improvements Citywide - FY 2017-20	One		**0**	0	0	345,000	345,000	345,000	**1,035,000**
Street Total				**$61,586**	**$105,000**	**$2,128,500**	**$445,000**	**$8,245,000**	**$445,000**	**$11,430,086**

Transportation/Traffic Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI4541	Roadside Safety Enhancements	One	37	**$0**	$25,000	$25,000	$50,000	$50,000	$50,000	**$200,000**
CI5168	Street Name/Traffic Sign Upgrade	Two	41	**0**	25,000	25,000	250,000	0	0	**300,000**
Transportation/Traffic Total				**$0**	**$50,000**	**$50,000**	**$300,000**	**$50,000**	**$50,000**	**$500,000**

Landscape/Streetscape Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI4048	Route 101/Rancho Road Interchange Landscaping	Three		**$0**	$0	$0	$100,000	$0	$0	**$100,000**
Landscape/Streetscape Total				**$0**	**$0**	**$0**	**$100,000**	**$0**	**$0**	**$100,000**

Stormwater Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI5366	Replace Corrugated Metal Pipes FY 2017-20	Two		**$0**	$0	$0	$100,000	$100,000	$100,000	**$300,000**
Stormwater Total				**$0**	**$0**	**$0**	**$100,000**	**$100,000**	**$100,000**	**$300,000**

	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
132 - Gas Tax 2105 Total	**$61,586**	**$155,000**	**$2,178,500**	**$945,000**	**$8,395,000**	**$595,000**	**$12,330,086**

Gas Tax 2105 Fund Summary

	Budget To Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020
Beginning Funds Available for Capital Improvements	$1,155,184	$1,093,598	$1,678,598	$200,098	($44,902)	($7,739,902)
Project Appropriations	($61,586)	($155,000)	($2,178,500)	($945,000)	($8,395,000)	($595,000)
Project Revenues	$0	$740,000	$700,000	$700,000	$700,000	$700,000
Ending Funds Available for Capital Improvements	$1,093,598	$1,678,598	$200,098	($44,902)	($7,739,902)	($7,634,902)

Capital Improvement Program

Five-Year Summary

Gas Tax 2106 Fund (133)

Street Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI5231	Pavement Rehabilitation Citywide FY 2015-17	Two	15	**$0**	$0	$600,000	$0	$0	$0	**$600,000**
CI5256	Pavement Overlay Arterial FY 2017-20	Two		**0**	0	0	0	1,000,000	0	**1,000,000**
MI2012	Concrete Replacement and Sidewalk Repair - Citywide	Two	25	**0**	260,000	170,000	400,000	400,000	400,000	**1,630,000**
Street Total				**$0**	**$260,000**	**$770,000**	**$400,000**	**$1,400,000**	**$400,000**	**$3,230,000**

	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
133 - Gas Tax 2106 Total	**$0**	**$260,000**	**$770,000**	**$400,000**	**$1,400,000**	**$400,000**	**$3,230,000**

Gas Tax 2106
Fund Summary

	Budget To Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020
Beginning Funds Available for Capital Improvements	$322,242	$322,242	$427,242	$7,242	($42,758)	($1,092,758)
Project Appropriations	$0	($260,000)	($770,000)	($400,000)	($1,400,000)	($400,000)
Project Revenues	$0	$365,000	$350,000	$350,000	$350,000	$350,000
Ending Funds Available for Capital Improvements	$322,242	$427,242	$7,242	($42,758)	($1,092,758)	($1,142,758)

Capital Improvement Program

Five-Year Summary

Gas Tax TDA Fund (135)

Street Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI1236	Erbes Road Improvements	One	9	**$127,938**	$0	$0	$0	$0	$0	**$127,938**
Street Total				**$127,938**	**$0**	**$0**	**$0**	**$0**	**$0**	**$127,938**

Transportation/Traffic Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI5172	101/23 Interchange Improvements	Two	42	**$226,791**	$0	$0	$0	$0	$0	**$226,791**
Transportation/Traffic Total				**$226,791**	**$0**	**$0**	**$0**	**$0**	**$0**	**$226,791**

	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
135 - Gas Tax TDA Total	**$354,729**	**$0**	**$0**	**$0**	**$0**	**$0**	**$354,729**

Gas Tax TDA Fund Summary

	Budget To Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020
Beginning Funds Available for Capital Improvements	$427,118	$72,389	$72,389	$72,389	$72,389	$72,389
Project Appropriations	($354,729)	$0	$0	$0	$0	$0
Project Revenues	$0	$0	$0	$0	$0	$0
Ending Funds Available for Capital Improvements	$72,389	$72,389	$72,389	$72,389	$72,389	$72,389

Capital Improvement Program

Five-Year Summary

SB 821 (Bicycle/Pedestrian) Fund (136)

Street Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI5241	Los Feliz/Conejo School Road Sidewalk	Two	16	**$306,906**	$0	$0	$0	$0	$0	**$306,906**
CI5364	Janss Road Sidewalks and Curb Ramps	One	21	**0**	0	55,000	0	0	0	**55,000**
CI5371	Sidewalk Improvements Citywide - FY 2015-17	One	22	**0**	55,000	0	0	0	0	**55,000**
CI5410	Sidewalk Improvements Citywide - FY 2017-20	One		**0**	0	0	55,000	55,000	55,000	**165,000**
Street Total				**$306,906**	**$55,000**	**$55,000**	**$55,000**	**$55,000**	**$55,000**	**$581,906**

Transportation/Traffic Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI5353	Lynn Road / 101 Bridge Bike Lanes	Two		**$0**	$0	$0	$50,000	$0	$0	**$50,000**
Transportation/Traffic Total				**$0**	**$0**	**$0**	**$50,000**	**$0**	**$0**	**$50,000**

	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
136 - SB 821 (Bicycle/Pedestrian) Total	**$306,906**	**$55,000**	**$55,000**	**$105,000**	**$55,000**	**$55,000**	**$631,906**

SB 821 (Bicycle/Pedestrian) Fund Summary

	Budget To Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020
Beginning Funds Available for Capital Improvements	$315,342	$8,436	$8,436	$8,436	($41,564)	($41,564)
Project Appropriations	($306,906)	($55,000)	($55,000)	($105,000)	($55,000)	($55,000)
Project Revenues	$0	$55,000	$55,000	$55,000	$55,000	$55,000
Ending Funds Available for Capital Improvements	$8,436	$8,436	$8,436	($41,564)	($41,564)	($41,564)

Capital Improvement Program

Five-Year Summary

Gas Tax 2103 Fund (137)

Street Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI5124	Curb Ramps Citywide - Annual - FY 2015-17	Two	13	**$0**	$30,000	$620,000	$0	$0	$0	**$650,000**
CI5231	Pavement Rehabilitation Citywide FY 2015-17	Two	15	**0**	0	700,500	0	0	0	**700,500**
CI5409	Curb Ramps Citywide - Annual - FY 2017-20	Two		**0**	0	0	200,000	2,400,000	200,000	**2,800,000**
MI2102	Citywide Pavement Management Program	Two	26	**100,000**	0	0	0	0	0	**100,000**
MI2526	Pavement Slurry Seal - Citywide	Two	29	**0**	0	520,000	0	5,000,000	0	**5,520,000**
Street Total				**$100,000**	**$30,000**	**$1,840,500**	**$200,000**	**$7,400,000**	**$200,000**	**$9,770,500**

	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
137 - Gas Tax 2103 Total	**$100,000**	**$30,000**	**$1,840,500**	**$200,000**	**$7,400,000**	**$200,000**	**$9,770,500**

Gas Tax 2103 Fund Summary						
	Budget To Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020
Beginning Funds Available for Capital Improvements	$401,146	$301,146	$871,146	$30,646	$830,646	($5,569,354)
Project Appropriations	($100,000)	($30,000)	($1,840,500)	($200,000)	($7,400,000)	($200,000)
Project Revenues	$0	$600,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000
Ending Funds Available for Capital Improvements	$301,146	$871,146	$30,646	$830,646	($5,569,354)	($4,769,354)

Capital Improvement Program

Five-Year Summary

Lighting District Fund (141)

Street Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI5114	Street Lights at Intersections	Two		**$0**	$0	$0	$0	$200,000	$191,000	**$391,000**
Street Total				**$0**	**$0**	**$0**	**$0**	**$200,000**	**$191,000**	**$391,000**

	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
141 - Lighting District Total	**$0**	**$0**	**$0**	**$0**	**$200,000**	**$191,000**	**$391,000**

Lighting District Fund Summary

	Budget To Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020
Beginning Funds Available for Capital Improvements	$0	($931,717)	($931,717)	($931,717)	($931,717)	($1,131,717)
Operating Reserves	($931,717)	$0	$0	$0	$0	$0
Project Appropriations	$0	$0	$0	$0	($200,000)	($191,000)
Project Revenues	$0	$0	$0	$0	$0	$0
Ending Funds Available for Capital Improvements	($931,717)	($931,717)	($931,717)	($931,717)	($1,131,717)	($1,322,717)

Capital Improvement Program

Five-Year Summary

Landscape District Fund (142)

Landscape/Streetscape Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI5115	Existing Landscaping Upgrades	Two	64	**$0**	$0	$1,300,000	$0	$0	$0	**$1,300,000**
MI2107	Forestry Master Plan	Two	65	**50,000**	10,000	0	0	0	0	**60,000**
Landscape/Streetscape Total				**$50,000**	**$10,000**	**$1,300,000**	**$0**	**$0**	**$0**	**$1,360,000**

	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
142 - Landscape District Total	**$50,000**	**$10,000**	**$1,300,000**	**$0**	**$0**	**$0**	**$1,360,000**

Landscape District Fund Summary

	Budget To Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020
Beginning Funds Available for Capital Improvements	$3,847,135	$1,548,041	$1,538,041	$238,041	$238,041	$238,041
Operating Reserves	($2,249,094)	$0	$0	$0	$0	$0
Project Appropriations	($50,000)	($10,000)	($1,300,000)	$0	$0	$0
Project Revenues	$0	$0	$0	$0	$0	$0
Ending Funds Available for Capital Improvements	$1,548,041	$1,538,041	$238,041	$238,041	$238,041	$238,041

Capital Improvement Program

Five-Year Summary

Mello Roos - Auto Mall Fund (176)

Community Facility Districts Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI5118	Auto Mall Street Parking Modifications	One	158	**$8,457,148**	$0	$0	$0	$0	$0	**$8,457,148**
Community Facility Districts Total				**$8,457,148**	**$0**	**$0**	**$0**	**$0**	**$0**	**$8,457,148**

	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
176 - Mello Roos - Auto Mall Total	**$8,457,148**	**$0**	**$0**	**$0**	**$0**	**$0**	**$8,457,148**

Mello Roos - Auto Mall Fund Summary						
	Budget To Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020
Beginning Funds Available for Capital Improvements	$8,457,148	$0	$0	$0	$0	$0
Project Appropriations	($8,457,148)	$0	$0	$0	$0	$0
Project Revenues	$0	$0	$0	$0	$0	$0
Ending Funds Available for Capital Improvements	$0	$0	$0	$0	$0	$0

Capital Improvement Program

Five-Year Summary

Streets/Transp (Federal) Fund (183)

Street Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI1236	Erbes Road Improvements	One	9	**$408,978**	$0	$0	$0	$0	$0	**$408,978**
CI4233	Gainsborough Road from Camino Manzanas to Tuolumne	Three	10	**0**	0	57,000	443,000	0	0	**500,000**
CI4240	Reino Road Bike Lanes, Sidewalks, & Landscaping	Three	11	**0**	0	0	310,000	0	0	**310,000**
CI4252	Conejo School Road/Hillcrest Drive to TO Boulevard	Two	12	**0**	0	0	885,000	0	0	**885,000**
CI5170	North Moorpark Road Sidewalk and Bike Lanes	Three	14	**0**	0	0	604,000	0	0	**604,000**
CI5231	Pavement Rehabilitation Citywide FY 2015-17	Two	15	**0**	0	650,000	0	0	0	**650,000**
CI5241	Los Feliz/Conejo School Road Sidewalk	Two	16	**181,405**	0	0	0	0	0	**181,405**
CI5242	Westlake Blvd Median Improv	Two	17	**115,300**	0	0	0	0	0	**115,300**
CI5308	Rancho Road Sidewalk and Bike Lanes	Two	19	**0**	0	0	708,000	0	0	**708,000**
CI5337	Westlake Boulevard Sidewalk	Two	20	**445,135**	0	0	0	0	0	**445,135**
CI5398	Thousand Oaks Blvd Curb Extentions and Enhanced Ped	Two	24	**0**	0	90,000	405,000	0	0	**495,000**
Street Total				**$1,150,818**	**$0**	**$797,000**	**$3,355,000**	**$0**	**$0**	**$5,302,818**

Transportation/Traffic Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI4046	Route 101 at Lynn Road Soundwall	Three		**$0**	$0	$0	$0	$968,000	$0	**$968,000**
CI4047	Route 101 at Ventu Park Road Soundwall	Three		**0**	0	0	0	1,496,000	0	**1,496,000**
CI5156	Moorpark Road Bike Staging Area	Two	40	**0**	0	0	221,300	0	0	**221,300**
CI5166	Route 23 Whitecliff Road Soundwall	Three		**0**	0	0	0	600,000	3,300,000	**3,900,000**
CI5172	101/23 Interchange Improvements	Two	42	**59,615**	0	0	0	0	0	**59,615**
CI5353	Lynn Road / 101 Bridge Bike Lanes	Two		**0**	0	0	0	100,000	1,000,000	**1,100,000**
MI2525	Hillcrest Drive Restriping Phase II	Two	62	**0**	0	100,000	600,000	0	0	**700,000**
Transportation/Traffic Total				**$59,615**	**$0**	**$100,000**	**$821,300**	**$3,164,000**	**$4,300,000**	**$8,444,915**

Landscape/Streetscape Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI4048	Route 101/Rancho Road Interchange Landscaping	Three		**$0**	$0	$0	$0	$700,000	$0	**$700,000**
Landscape/Streetscape Total				**$0**	**$0**	**$0**	**$0**	**$700,000**	**$0**	**$700,000**

Stormwater Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI5112	Stormwater Quality Improvements	Three	67	**$0**	$0	$2,000,000	$0	$0	$0	**$2,000,000**
Stormwater Total				**$0**	**$0**	**$2,000,000**	**$0**	**$0**	**$0**	**$2,000,000**

Water Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI5395	Conejo Valley Non-Potable Water Utilization Project	Two	93	**$0**	$0	$500,000	$0	$0	$0	**$500,000**
MI2520	North Pleasant Valley Regional Desalter	Two	98	**0**	0	5,000,000	0	0	0	**5,000,000**
Water Total				**$0**	**$0**	**$5,500,000**	**$0**	**$0**	**$0**	**$5,500,000**

Wastewater Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI5325	HCTP - Reclaimed Water Pipeline	Two	103	**$0**	$0	$0	$2,500,000	$0	$0	**$2,500,000**
Wastewater Total				**$0**	**$0**	**$0**	**$2,500,000**	**$0**	**$0**	**$2,500,000**

Continued...

Capital Improvement Program

Five-Year Summary

Streets/Transp (Federal) Fund (183)

(Continued)

Facility Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI5312	Fiber to City Facilities	Two	138	**$40,400**	$0	$0	$0	$0	$0	**$40,400**
CI5369	Fleet Work Area Canopy	Two	142	**0**	300,000	0	0	0	0	**300,000**
Facility Total				**$40,400**	**$300,000**	**$0**	**$0**	**$0**	**$0**	**$340,400**

	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
183 - Streets/Transp (Federal) Total	**$1,250,833**	**$300,000**	**$8,397,000**	**$6,676,300**	**$3,864,000**	**$4,300,000**	**$24,788,133**

Streets/Transp (Federal) Fund Summary

	Budget To Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020
Beginning Funds Available for Capital Improvements	$1,250,833	$0	$0	$0	$0	$0
Project Appropriations	($1,250,833)	($300,000)	($8,397,000)	($6,676,300)	($3,864,000)	($4,300,000)
Project Revenues	$0	$300,000	$8,397,000	$6,676,300	$3,864,000	$4,300,000
Ending Funds Available for Capital Improvements	$0	$0	$0	$0	$0	$0

Capital Improvement Program

Five-Year Summary

Comm Rec Fac Open Space Fund (512)

Open Space Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI1227	Open Space Acquisition - Citywide	Three	120	**$1,795,000**	$0	$0	$0	$0	$0	**$1,795,000**
Open Space Total				**$1,795,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,795,000**

	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
512 - Comm Rec Fac Open Space Total	**$1,795,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,795,000**

Comm Rec Fac Open Space Fund Summary						
	Budget To Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020
Beginning Funds Available for Capital Improvements	$1,795,000	$0	$100,000	$200,000	$300,000	$400,000
Project Appropriations	($1,795,000)	$0	$0	$0	$0	$0
Project Revenues	$0	$100,000	$100,000	$100,000	$100,000	$100,000
Ending Funds Available for Capital Improvements	$0	$100,000	$200,000	$300,000	$400,000	$500,000

Capital Improvement Program

Five-Year Summary

Successor Agency Revenue Bonds Fund (521)

Undergrounding Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI5331	Thousand Oaks Boulevard Undergrounding	One	34	**$10,525,000**	$0	$0	$0	$0	$0	**$10,525,000**
Undergrounding Total				**$10,525,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$10,525,000**

Transportation/Traffic Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI5330	Newbury Road Project Area	One	54	**$3,823,000**	$0	$0	$0	$0	$0	**$3,823,000**
Transportation/Traffic Total				**$3,823,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,823,000**

	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
521 - Successor Agency Revenue Bonds Total	**$14,348,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$14,348,000**

Successor Agency Revenue Bonds Fund Summary

	Budget To Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020
Beginning Funds Available for Capital Improvements	$14,348,000	$0	$0	$0	$0	$0
Project Appropriations	($14,348,000)	$0	$0	$0	$0	$0
Project Revenues	$0	$0	$0	$0	$0	$0
Ending Funds Available for Capital Improvements	$0	$0	$0	$0	$0	$0

Capital Improvement Program

Five-Year Summary

Dev. Fees - Wendy Dr Intchg Fund (530)

Transportation/Traffic Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI5050	Route 101 at Wendy Drive Interchange Improvements	Two	38	**$95,344**	$0	$0	$0	$0	$0	**$95,344**
CI5358	Wendy Drive Bridge Pedestrian/Bicycle Enhancements	Two	57	**0**	55,000	100,000	0	0	0	**155,000**
Transportation/Traffic Total				**$95,344**	**$55,000**	**$100,000**	**$0**	**$0**	**$0**	**$250,344**

	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
530 - Dev. Fees - Wendy Dr Intchg Total	**$95,344**	**$55,000**	**$100,000**	**$0**	**$0**	**$0**	**$250,344**

Dev. Fees - Wendy Dr Intchg Fund Summary

	Budget To Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020
Beginning Funds Available for Capital Improvements	$95,344	$0	$0	$0	$0	$0
Project Appropriations	($95,344)	($55,000)	($100,000)	$0	$0	$0
Project Revenues	$0	$55,000	$100,000	$0	$0	$0
Ending Funds Available for Capital Improvements	$0	$0	$0	$0	$0	$0

Capital Improvement Program

Five-Year Summary

Dev. Fees - Newbury Pk Imprv Fund (532)

Street Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI4231	Lynn Road/101 Improvements	Three		**$0**	$0	$0	$300,000	$2,000,000	$6,000,000	**$8,300,000**
CI4235	Lynn Road - Ventu Park to Reino Median Improvements	Three		**0**	0	0	0	400,000	900,000	**1,300,000**
CI4240	Reino Road Bike Lanes, Sidewalks, & Landscaping	Three	11	**0**	0	50,000	40,000	0	0	**90,000**
CI4254	Borchard Road at Michael Drive	Three		**0**	0	0	0	140,000	300,000	**440,000**
CI4501	Newbury Road Improvements East of Ventu Park Road	Three		**0**	0	0	200,000	750,000	0	**950,000**
CI5303	Hillcrest Drive from Mitchell Road to 1035 feet South of C	Three		**0**	0	0	0	200,000	1,200,000	**1,400,000**
CI5309	Old Conejo Road Widening from Ruth Drive to Reino Roa	Three		**0**	0	0	0	86,500	613,500	**700,000**
Street Total				**$0**	**$0**	**$50,000**	**$540,000**	**$3,576,500**	**$9,013,500**	**$13,180,000**

Transportation/Traffic Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI5050	Route 101 at Wendy Drive Interchange Improvements	Two	38	**$269,192**	$0	$0	$0	$0	$0	**$269,192**
CI5297	Lawrence Drive and Teller Road Traffic Signal Installation	One	53	**80,000**	450,000	0	0	0	0	**530,000**
Transportation/Traffic Total				**$349,192**	**$450,000**	**$0**	**$0**	**$0**	**$0**	**$799,192**

Stormwater Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI4259	Charro Avenue, Newbury Road/Route 101	Three		**$0**	$0	$0	$0	$30,000	$315,000	**$345,000**
CI4260	Henry Drive, Reino Road/Jenny Drive	Three		**0**	0	0	0	50,000	734,000	**784,000**
CI5367	Haigh Road Drainage Channel Improvements	Two	72	**0**	100,000	700,000	0	0	0	**800,000**
CI5399	High-Maintenance Relief Drainage Improvements FY 201	Two	73	**0**	20,000	100,000	0	0	0	**120,000**
CI5412	High-Maintenance Relief Drainage Improvements FY 201	Two		**0**	0	0	25,000	125,000	25,000	**175,000**
Stormwater Total				**$0**	**$120,000**	**$800,000**	**$25,000**	**$205,000**	**$1,074,000**	**$2,224,000**

	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
532 - Dev. Fees - Newbury Pk Imprv Total	**$349,192**	**$570,000**	**$850,000**	**$565,000**	**$3,781,500**	**$10,087,500**	**$16,203,192**

Dev. Fees - Newbury Pk Imprv Fund Summary

	Budget To Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020
Beginning Funds Available for Capital Improvements	$3,589,435	$3,240,243	$2,822,943	$2,022,943	$1,487,943	($2,263,557)
Project Appropriations	($349,192)	($570,000)	($850,000)	($565,000)	($3,781,500)	($10,087,500)
Project Revenues	$0	$152,700	$50,000	$30,000	$30,000	$30,000
Ending Funds Available for Capital Improvements	$3,240,243	$2,822,943	$2,022,943	$1,487,943	($2,263,557)	($12,321,057)

Capital Improvement Program

Five-Year Summary

Dev. Fees - Air Quality Fund (537)

Transportation/Traffic Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI4001	Traffic Signal Operations Center (TOC)	Three	36	**$0**	$60,000	$60,000	$60,000	$60,000	$60,000	**$300,000**
CI5068	Read Road Bike Path Connector	Two	39	**101,495**	0	0	0	0	0	**101,495**
CI5156	Moorpark Road Bike Staging Area	Two	40	**180,000**	0	50,000	28,700	0	0	**258,700**
CI5258	Traffic Signal Fiber Optics and Wireless Communications	Three	45	**0**	75,000	75,000	75,000	75,000	75,000	**375,000**
MI2040	Bicycle Safety Improvements Citywide	One	59	**0**	30,000	50,000	50,000	50,000	50,000	**230,000**
Transportation/Traffic Total				**$281,495**	**$165,000**	**$235,000**	**$213,700**	**$185,000**	**$185,000**	**$1,265,195**

	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
537 - Dev. Fees - Air Quality Total	**$281,495**	**$165,000**	**$235,000**	**$213,700**	**$185,000**	**$185,000**	**$1,265,195**

Dev. Fees - Air Quality Fund Summary

	Budget To Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020
Beginning Funds Available for Capital Improvements	$1,087,325	$805,830	$651,830	$426,830	$223,130	$48,130
Project Appropriations	($281,495)	($165,000)	($235,000)	($213,700)	($185,000)	($185,000)
Project Revenues	$0	$11,000	$10,000	$10,000	$10,000	$10,000
Ending Funds Available for Capital Improvements	$805,830	$651,830	$426,830	$223,130	$48,130	($126,870)

Capital Improvement Program

Five-Year Summary

Dev. Fees - Misc Streets Fund (539)

Street Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI1236	Erbes Road Improvements	One	9	**$25,364**	$0	$0	$0	$0	$0	**$25,364**
Street Total				**$25,364**	**$0**	**$0**	**$0**	**$0**	**$0**	**$25,364**

Transportation/Traffic Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI5172	101/23 Interchange Improvements	Two	42	**$85,606**	$100,000	$0	$0	$0	$0	**$185,606**
Transportation/Traffic Total				**$85,606**	**$100,000**	**$0**	**$0**	**$0**	**$0**	**$185,606**

	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
539 - Dev. Fees - Misc Streets Total	**$110,970**	**$100,000**	**$0**	**$0**	**$0**	**$0**	**$210,970**

Dev. Fees - Misc Streets Fund Summary

	Budget To Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020
Beginning Funds Available for Capital Improvements	$397,947	$286,977	$205,177	$225,077	$233,077	$241,077
Project Appropriations	($110,970)	($100,000)	$0	$0	$0	$0
Project Revenues	$0	$18,200	$19,900	$8,000	$8,000	$8,000
Ending Funds Available for Capital Improvements	$286,977	$205,177	$225,077	$233,077	$241,077	$249,077

Capital Improvement Program

Five-Year Summary

Dev. Fees - Underground Fund (540)

Undergrounding Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI5117	Undergrounding Citywide with Development Projects FY 2	Two	32	**$0**	$80,000	$80,000	$0	$0	$0	**$160,000**
CI5260	Hillcrest Drive Undergrounding - West	Two	33	**96,500**	0	0	0	0	0	**96,500**
CI5411	Undergrounding Citywide with Development Projects FY 2	Two		**0**	0	0	85,000	85,000	83,000	**253,000**
Undergrounding Total				**$96,500**	**$80,000**	**$80,000**	**$85,000**	**$85,000**	**$83,000**	**$509,500**

	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
540 - Dev. Fees - Underground Total	**$96,500**	**$80,000**	**$80,000**	**$85,000**	**$85,000**	**$83,000**	**$509,500**

Dev. Fees - Underground Fund Summary

	Budget To Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020
Beginning Funds Available for Capital Improvements	$420,687	$324,187	$248,187	$172,187	$91,187	$10,187
Project Appropriations	($96,500)	($80,000)	($80,000)	($85,000)	($85,000)	($83,000)
Project Revenues	$0	$4,000	$4,000	$4,000	$4,000	$4,000
Ending Funds Available for Capital Improvements	$324,187	$248,187	$172,187	$91,187	$10,187	($68,813)

Capital Improvement Program

Five-Year Summary

Dev. Fees - Underground CW Fund (541)

Undergrounding Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI4568	Hillcrest Drive Undergrounding - East	Two	31	**$252,881**	$0	$0	$0	$0	$0	**$252,881**
CI5117	Undergrounding Citywide with Development Projects FY 2	Two	32	**0**	100,000	100,000	0	0	0	**200,000**
CI5260	Hillcrest Drive Undergrounding - West	Two	33	**231,200**	0	0	0	0	0	**231,200**
CI5411	Undergrounding Citywide with Development Projects FY 2	Two		**0**	0	0	95,000	95,000	80,000	**270,000**
Undergrounding Total				**$484,081**	**$100,000**	**$100,000**	**$95,000**	**$95,000**	**$80,000**	**$954,081**

	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
541 - Dev. Fees - Underground CW Total	**$484,081**	**$100,000**	**$100,000**	**$95,000**	**$95,000**	**$80,000**	**$954,081**

Dev. Fees - Underground CW Fund Summary

	Budget To Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020
Beginning Funds Available for Capital Improvements	$709,449	$225,368	$131,368	$37,368	($51,632)	($140,632)
Project Appropriations	($484,081)	($100,000)	($100,000)	($95,000)	($95,000)	($80,000)
Project Revenues	$0	$6,000	$6,000	$6,000	$6,000	$6,000
Ending Funds Available for Capital Improvements	$225,368	$131,368	$37,368	($51,632)	($140,632)	($214,632)

Capital Improvement Program

Five-Year Summary

Dev. Fees - TO Imprv Fund (543)

Street Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI1236	Erbes Road Improvements	One	9	**$872,698**	$0	$0	$0	$0	$0	**$872,698**
CI4225	Moorpark Road at Hillcrest Drive	Two		**0**	0	0	0	150,000	750,000	**900,000**
CI4226	TO Boulevard - Moorpark Road to Duesenberg Drive	Three		**0**	0	0	200,000	1,300,000	0	**1,500,000**
CI4233	Gainsborough Road from Camino Manzanas to Tuolumne	Three	10	**0**	0	23,000	57,000	0	0	**80,000**
CI4247	Widen Thousand Oaks Blvd at Moorpark Road	Three		**0**	0	0	0	100,000	600,000	**700,000**
CI4251	Widen Moorpark Rd North of Thousand Oaks Blvd.	Three		**0**	0	0	0	250,000	750,000	**1,000,000**
CI4252	Conejo School Road/Hillcrest Drive to TO Boulevard	Two	12	**0**	0	200,000	115,000	0	0	**315,000**
CI4257	Avenida de Las Flores from Avenida de Las Plantas to SR	Three		**0**	0	0	0	150,000	720,000	**870,000**
CI4258	Hodencamp Road from Flittner Court to Wilbur Road	One		**0**	0	0	0	35,000	100,000	**135,000**
CI5241	Los Feliz/Conejo School Road Sidewalk	Two	16	**125,567**	500,000	0	0	0	0	**625,567**
CI5242	Westlake Blvd Median Improv	Two	17	**8,636**	0	0	0	0	0	**8,636**
CI5301	Agoura Road/Westlake Boulevard	Three	18	**0**	30,000	170,000	0	0	0	**200,000**
CI5302	Hampshire Road at Thousand Oaks Boulevard	Three		**0**	0	0	0	260,000	1,000,000	**1,260,000**
CI5307	Widen Thousand Oaks Boulevard at Rancho Road	Three		**0**	0	0	0	200,000	1,000,000	**1,200,000**
CI5310	Skyline Drive at Thousand Oaks Boulevard	Three		**0**	0	0	0	30,000	300,000	**330,000**
CI5311	Westlake Boulevard at Thousand Oaks Boulevard	Three		**0**	0	0	0	50,000	250,000	**300,000**
CI5337	Westlake Boulevard Sidewalk	Two	20	**21,671**	0	401,194	0	0	0	**422,865**
CI5364	Janss Road Sidewalks and Curb Ramps	One	21	**0**	20,000	35,000	0	0	0	**55,000**
MI2518	Thousand Oaks Boulevard Centerline Reestablishment	Two		**0**	0	0	190,000	110,000	0	**300,000**
Street Total				**$1,028,572**	**$550,000**	**$829,194**	**$562,000**	**$2,635,000**	**$5,470,000**	**$11,074,766**

Stormwater Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI5334	High-Maintenance Relief Drainage Improvements FY 201	Two	71	**$40,000**	$0	$0	$0	$0	$0	**$40,000**
CI5399	High-Maintenance Relief Drainage Improvements FY 201	Two	73	**0**	30,000	150,000	0	0	0	**180,000**
CI5412	High-Maintenance Relief Drainage Improvements FY 201	Two		**0**	0	0	25,000	125,000	25,000	**175,000**
Stormwater Total				**$40,000**	**$30,000**	**$150,000**	**$25,000**	**$125,000**	**$25,000**	**$395,000**

	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
543 - Dev. Fees - TO Imprv Total	**$1,068,572**	**$580,000**	**$979,194**	**$587,000**	**$2,760,000**	**$5,495,000**	**$11,469,766**

Dev. Fees - TO Imprv Fund Summary

	Budget To Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020
Beginning Funds Available for Capital Improvements	$2,464,345	$1,395,773	$1,040,773	$288,579	($69,421)	($2,598,421)
Project Appropriations	($1,068,572)	($580,000)	($979,194)	($587,000)	($2,760,000)	($5,495,000)
Project Revenues	$0	$225,000	$227,000	$229,000	$231,000	$233,000
Ending Funds Available for Capital Improvements	$1,395,773	$1,040,773	$288,579	($69,421)	($2,598,421)	($7,860,421)

Capital Improvement Program

Five-Year Summary

Dev. Fees - Traffic Safety Fund (551)

Transportation/Traffic Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI5259	Traffic Signal Modifications and Upgrades	One	46	**$0**	$50,000	$50,000	$50,000	$50,000	$50,000	**$250,000**
CI5297	Lawrence Drive and Teller Road Traffic Signal Installation	One	53	**50,000**	0	0	0	0	0	**50,000**
CI5355	Erbes Road at Sunset Hills Boulevard Traffic Signal Install	Two		**0**	0	0	25,000	250,000	0	**275,000**
MI2033	Intersection Safety Improvements	One	58	**0**	25,000	25,000	100,000	50,000	50,000	**250,000**
Transportation/Traffic Total				**$50,000**	**$75,000**	**$75,000**	**$175,000**	**$350,000**	**$100,000**	**$825,000**

	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
551 - Dev. Fees - Traffic Safety Total	**$50,000**	**$75,000**	**$75,000**	**$175,000**	**$350,000**	**$100,000**	**$825,000**

Dev. Fees - Traffic Safety Fund Summary

	Budget To Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020
Beginning Funds Available for Capital Improvements	$349,777	$299,777	$278,277	$257,277	$136,777	($158,223)
Project Appropriations	($50,000)	($75,000)	($75,000)	($175,000)	($350,000)	($100,000)
Project Revenues	$0	$53,500	$54,000	$54,500	$55,000	$55,500
Ending Funds Available for Capital Improvements	$299,777	$278,277	$257,277	$136,777	($158,223)	($202,723)

Capital Improvement Program

Five-Year Summary

Dos Vientos Dev. Agreement Fund (561)

Street Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
MI2215	Lynn Road Soundwall Phase I	Three	27	**$199,650**	$0	$0	$0	$0	$0	**$199,650**
MI2216	Lynn Road Soundwall Phase I Construction - Holding Acc	Three	28	**1,000,000**	0	0	0	0	0	**1,000,000**
Street Total				**$1,199,650**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,199,650**

	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
561 - Dos Vientos Dev. Agreement Total	**$1,199,650**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,199,650**

Dos Vientos Dev. Agreement Fund Summary

	Budget To Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020
Beginning Funds Available for Capital Improvements	$1,432,418	$232,768	$262,768	$291,768	$319,768	$346,768
Project Appropriations	($1,199,650)	$0	$0	$0	$0	$0
Project Revenues	$0	$30,000	$29,000	$28,000	$27,000	$26,000
Ending Funds Available for Capital Improvements	$232,768	$262,768	$291,768	$319,768	$346,768	$372,768

Capital Improvement Program

Five-Year Summary

Water Dev Fees Fund (612)

Water Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI5053	Water System Misc. Improvements FY 2015-17	Two	78	**$0**	$75,000	$75,000	$0	$0	$0	**$150,000**
CI5284	SCADA Master Plan and PLC	Two	81	**0**	200,000	150,000	0	0	0	**350,000**
CI5285	Reservoir and Pump Site Improvements FY 2015-17	Two	82	**0**	100,000	100,000	0	0	0	**200,000**
CI5292	La Granada Reservoir Improvements	Two	86	**0**	900,000	0	0	0	0	**900,000**
CI5293	Grissom No. 2 Reservoir	Two		**0**	0	0	100,000	0	0	**100,000**
CI5294	Wilder No. 1 Reservoir	Two		**0**	0	0	1,100,000	0	0	**1,100,000**
CI5318	Reservoir Seismic Upgrades FY 2018-21	Two		**0**	0	0	0	1,000,000	300,000	**1,300,000**
CI5335	Reservoir Mixing Improvements	Two	88	**150,000**	350,000	500,000	0	0	0	**1,000,000**
CI5381	Wilder Zone Storage	Two	89	**0**	150,000	1,000,000	0	0	0	**1,150,000**
CI5382	Meadows Reservoir Altitude Valve	Two	90	**0**	0	75,000	0	0	0	**75,000**
CI5395	Conejo Valley Non-Potable Water Utilization Project	Two	93	**0**	200,000	500,000	0	0	0	**700,000**
CI5407	Water System Misc. Improvements FY 2017-20	Two		**0**	0	0	75,000	75,000	75,000	**225,000**
CI5408	Reservoir and Pump Site Improvements FY 2017-20	Two		**0**	0	0	100,000	100,000	100,000	**300,000**
CI8082	La Granada Pump Station	Two	95	**32,579**	0	0	0	0	0	**32,579**
MI2104	Conejo Valley Groundwater Supply Study	Two	96	**44,979**	200,000	0	0	0	0	**244,979**
MI2225	Water Master Plan Update	Two	97	**200,000**	100,000	0	0	0	0	**300,000**
Water Total				**$427,558**	**$2,275,000**	**$2,400,000**	**$1,375,000**	**$1,175,000**	**$475,000**	**$8,127,558**

	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
612 - Water Dev Fees Total	**$427,558**	**$2,275,000**	**$2,400,000**	**$1,375,000**	**$1,175,000**	**$475,000**	**$8,127,558**

Water Dev Fees Fund Summary

	Budget To Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020
Beginning Funds Available for Capital Improvements	$5,189,000	$4,761,442	$2,552,442	$213,442	($1,108,558)	($2,243,558)
Project Appropriations	($427,558)	($2,275,000)	($2,400,000)	($1,375,000)	($1,175,000)	($475,000)
Project Revenues	$0	$66,000	$61,000	$53,000	$40,000	$39,000
Ending Funds Available for Capital Improvements	$4,761,442	$2,552,442	$213,442	($1,108,558)	($2,243,558)	($2,679,558)

Capital Improvement Program

Five-Year Summary

Water Cap Facilities Fund (613)

Street Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI1236	Erbes Road Improvements	One	9	**$27,816**	$0	$0	$0	$0	$0	**$27,816**
Street Total				**$27,816**	**$0**	**$0**	**$0**	**$0**	**$0**	**$27,816**

Water Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI4551	Automated Meter Reading (AMR) Program	Two	77	**$0**	$400,000	$400,000	$400,000	$400,000	$400,000	**$2,000,000**
CI5053	Water System Misc. Improvements FY 2015-17	Two	78	**0**	285,000	150,000	0	0	0	**435,000**
CI5270	Arc-Flash Electrical Safety Improvements	One	79	**125,000**	0	0	0	0	0	**125,000**
CI5280	Freeway Reservoir Access Road	Two	80	**0**	0	120,000	0	0	0	**120,000**
CI5284	SCADA Master Plan and PLC	Two	81	**0**	150,000	50,000	0	0	0	**200,000**
CI5285	Reservoir and Pump Site Improvements FY 2015-17	Two	82	**0**	150,000	150,000	0	0	0	**300,000**
CI5286	Waterline Relocation at Wilbur Court	Two	83	**176,770**	0	0	0	0	0	**176,770**
CI5290	Tara Reservoir Improvements	Two	84	**1,062,053**	687,947	0	0	0	0	**1,750,000**
CI5291	Lang Ranch Reservoir Improvements	Two	85	**80,000**	0	1,375,000	0	0	0	**1,455,000**
CI5295	Sunset No. 2 & 3 Seismic Upgrades	Two		**0**	0	0	0	100,000	1,200,000	**1,300,000**
CI5304	Waterline Installations on Hauser Circle & White Chapel P	Two		**0**	0	0	150,000	0	0	**150,000**
CI5305	Waterline Looping Program FY 2015-17	Two	87	**0**	95,000	650,000	0	0	0	**745,000**
CI5382	Meadows Reservoir Altitude Valve	Two	90	**0**	0	125,000	0	0	0	**125,000**
CI5383	Pump Replacement/Upgrade	Two	91	**0**	150,000	150,000	0	0	0	**300,000**
CI5394	Installation of Automated Chlorine Analyzer Testing Statio	Two	92	**0**	100,000	350,000	0	0	0	**450,000**
CI5402	Grissom 1 & 2 Reservoir	Two		**0**	0	0	0	540,000	0	**540,000**
CI5406	Water Quality Improvements	Two	94	**0**	500,000	500,000	0	0	0	**1,000,000**
CI5407	Water System Misc. Improvements FY 2017-20	Two		**0**	0	0	150,000	150,000	150,000	**450,000**
CI5408	Reservoir and Pump Site Improvements FY 2017-20	Two		**0**	0	0	150,000	150,000	150,000	**450,000**
CI8082	La Granada Pump Station	Two	95	**0**	2,700,000	0	0	0	0	**2,700,000**
MI2520	North Pleasant Valley Regional Desalter	Two	98	**469,969**	0	250,000	5,250,000	0	0	**5,969,969**
Water Total				**$1,913,792**	**$5,217,947**	**$4,270,000**	**$6,100,000**	**$1,340,000**	**$1,900,000**	**$20,741,739**

Facility Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI5372	Fueling Station Upgrade	Two	143	**$0**	$100,000	$0	$0	$0	$0	**$100,000**
Facility Total				**$0**	**$100,000**	**$0**	**$0**	**$0**	**$0**	**$100,000**

	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
613 - Water Cap Facilities Total	**$1,941,608**	**$5,317,947**	**$4,270,000**	**$6,100,000**	**$1,340,000**	**$1,900,000**	**$20,869,555**

Water Cap Facilities Fund Summary

	Budget To Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020
Beginning Funds Available for Capital Improvements	$9,767,000	$7,825,392	$6,307,445	$5,937,445	$3,837,445	$6,597,445
Project Appropriations	($1,941,608)	($5,317,947)	($4,270,000)	($6,100,000)	($1,340,000)	($1,900,000)
Project Revenues	$0	$3,800,000	$3,900,000	$4,000,000	$4,100,000	$4,200,000
Ending Funds Available for Capital Improvements	$7,825,392	$6,307,445	$5,937,445	$3,837,445	$6,597,445	$8,897,445

Capital Improvement Program

Five-Year Summary

Wastewater Serv. Chrge Fund (624)

Wastewater Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI5187	HCTP Facilities Info. Management System Upgrades	Two	100	**$830,861**	$0	$0	$0	$0	$0	**$830,861**
CI5188	Biosolids Dewatering/Drying Improvements	Two	101	**207,511**	230,000	0	0	0	0	**437,511**
CI5221	Wastewater Pipe & Maint. Hole Relining FY 2015-17	Two	102	**0**	950,000	950,000	0	0	0	**1,900,000**
CI5325	HCTP - Reclaimed Water Pipeline	Two	103	**0**	279,659	500,000	2,500,000	0	0	**3,279,659**
CI5328	Interceptor CIP Phase V - Unit Y2	Two	104	**0**	300,000	1,050,000	0	0	0	**1,350,000**
CI5340	Network and SCADA Upgrade	Two	105	**249,730**	0	0	0	0	0	**249,730**
CI5343	HCTP Bioreactors Optimization	Two	106	**1,142,922**	200,000	0	0	0	0	**1,342,922**
CI5359	Hauser Circle WW Main Extension	Two	107	**0**	120,000	180,000	0	0	0	**300,000**
CI5376	HCTP Polymer Facility	One	108	**0**	200,000	0	0	0	0	**200,000**
CI5377	HCTP Lighting Upgrade	Two	109	**0**	120,000	0	0	0	0	**120,000**
CI5378	HCTP Filtrate Pump Ugrades	Two	110	**0**	0	100,000	0	0	0	**100,000**
CI5380	Lawrence Drive Lift Station Expansion	Two	111	**0**	35,000	95,000	0	0	0	**130,000**
CI5396	Wastewater Pipe & Maint. Hole Relining FY 2017-20	Two		**0**	0	0	950,000	950,000	950,000	**2,850,000**
CI5400	HCTP Capacity Restoration	Two	112	**0**	50,000	150,000	0	0	0	**200,000**
CI5401	HCTP Stormwater Diversion	Two	113	**0**	150,000	0	0	0	0	**150,000**
MI2024	Wastewater Collection System Misc. Repairs	One	114	**0**	250,000	250,000	250,000	250,000	250,000	**1,250,000**
MI2055	HCTP - Miscellaneous Repairs	One	115	**0**	450,000	450,000	200,000	200,000	200,000	**1,500,000**
MI2056	HCTP Equipment Replacement	Two	116	**0**	200,000	200,000	200,000	200,000	200,000	**1,000,000**
MI2515	Unit E Interceptor	Two	117	**0**	400,000	0	0	0	0	**400,000**
Wastewater Total				**$2,431,024**	**$3,934,659**	**$3,925,000**	**$4,100,000**	**$1,600,000**	**$1,600,000**	**$17,590,683**

Facility Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI5372	Fueling Station Upgrade	Two	143	**$0**	$100,000	$0	$0	$0	$0	**$100,000**
Facility Total				**$0**	**$100,000**	**$0**	**$0**	**$0**	**$0**	**$100,000**

	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
624 - Wastewater Serv. Chrge Total	**$2,431,024**	**$4,034,659**	**$3,925,000**	**$4,100,000**	**$1,600,000**	**$1,600,000**	**$17,690,683**

Wastewater Serv. Chrge Fund Summary

	Budget To Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020
Beginning Funds Available for Capital Improvements	$20,142,000	$17,710,976	$13,860,317	$10,128,317	$6,219,317	$4,818,317
Project Appropriations	($2,431,024)	($4,034,659)	($3,925,000)	($4,100,000)	($1,600,000)	($1,600,000)
Project Revenues	$0	$184,000	$193,000	$191,000	$199,000	$201,000
Ending Funds Available for Capital Improvements	$17,710,976	$13,860,317	$10,128,317	$6,219,317	$4,818,317	$3,419,317

Capital Improvement Program

Five-Year Summary

Transportation Fund (651)

Transportation/Traffic Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI5198	Thousand Oaks Transit Bus Equipment Enhancements	Two	43	**$63,353**	$150,000	$0	$0	$0	$0	**$213,353**
CI5263	Transit Technology Upgrades	Two	47	**400,000**	0	0	0	0	0	**400,000**
CI5264	Thousand Oaks Transit Bus Purchase	Two	48	**0**	0	2,500,000	0	0	0	**2,500,000**
CI5265	Bus Parking Canopy at MSC	Two	49	**475,000**	275,000	0	0	0	0	**750,000**
CI5266	Citywide Bus Shelter Replacements	Three	50	**512,500**	0	737,500	0	0	0	**1,250,000**
CI5269	Transportation Center Bus Parking	Two	51	**125,000**	275,000	1,975,000	0	0	0	**2,375,000**
CI5271	Transportation Center CNG Fueling Station	Three	52	**0**	2,500,000	0	0	0	0	**2,500,000**
CI5356	Bus Stop Traffic Lane Turnouts FY 2015-17	Two	56	**0**	100,000	100,000	0	0	0	**200,000**
CI5414	Bus Stop Traffic Lane Turnouts FY 2017-20	Two		**0**	0	0	100,000	100,000	100,000	**300,000**
MI2226	Transit Master Plan Development	One	61	**200,000**	30,000	0	0	0	0	**230,000**
Transportation/Traffic Total				**$1,775,853**	**$3,330,000**	**$5,312,500**	**$100,000**	**$100,000**	**$100,000**	**$10,718,353**

Facility Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI5344	Transit Center Emergency Generator	Two	141	**$60,111**	$50,000	$0	$0	$0	$0	**$110,111**
MI2523	Parking Lot Renovations as Various Facilities	Three		**0**	0	0	35,000	0	0	**35,000**
Facility Total				**$60,111**	**$50,000**	**$0**	**$35,000**	**$0**	**$0**	**$145,111**

	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
651 - Transportation Total	**$1,835,964**	**$3,380,000**	**$5,312,500**	**$135,000**	**$100,000**	**$100,000**	**$10,863,464**

Transportation Fund Summary

	Budget To Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020
Beginning Funds Available for Capital Improvements	$1,835,964	$0	$0	$0	$0	$0
Project Appropriations	($1,835,964)	($3,380,000)	($5,312,500)	($135,000)	($100,000)	($100,000)
Project Revenues	$0	$3,380,000	$5,312,500	$135,000	$100,000	$100,000
Ending Funds Available for Capital Improvements	$0	$0	$0	$0	$0	$0

Capital Improvement Program

Five-Year Summary

Golf Course - Los Robles Fund (671)

Facility Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI5081	Los Robles Golf Course Energy Savings Upgrades	Two	129	**$830**	$30,000	$0	$0	$0	$0	**$30,830**
CI5159	Los Robles Golf Course Maintenance Facility	Two	136	**1,100,000**	0	0	0	0	0	**1,100,000**
CI5390	Los Robles Greens Miscellaneous Projects	Two	148	**0**	250,000	250,000	250,000	250,000	250,000	**1,250,000**
MI2519	Conejo Players Parking Lot Slurry	One	156	**0**	100,000	0	0	0	0	**100,000**
Facility Total				**$1,100,830**	**$380,000**	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$2,480,830**

	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
671 - Golf Course - Los Robles Total	**$1,100,830**	**$380,000**	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$2,480,830**

Golf Course - Los Robles Fund Summary

	Budget To Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020
Beginning Funds Available for Capital Improvements	$1,100,830	$0	$0	$0	$0	$0
Project Appropriations	($1,100,830)	($380,000)	($250,000)	($250,000)	($250,000)	($250,000)
Project Revenues	$0	$380,000	$250,000	$250,000	$250,000	$250,000
Ending Funds Available for Capital Improvements	$0	$0	$0	$0	$0	$0

Capital Improvement Program

Five-Year Summary

Theatre Fund (681)

Facility Projects

Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
CI5384	Kavli Theatre Seat Reupholster	Two		**$0**	$0	$0	$200,000	$0	$0	**$200,000**
MI2088	Kavli Auditorium Upgrades	Two	150	**0**	0	200,000	0	0	0	**200,000**
MI2089	Kavli Box Office Upgrades	Three	151	**0**	55,000	0	0	0	0	**55,000**
Facility Total				**$0**	**$55,000**	**$200,000**	**$200,000**	**$0**	**$0**	**$455,000**

	Budget to Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	Total
681 - Theatre Total	**$0**	**$55,000**	**$200,000**	**$200,000**	**$0**	**$0**	**$455,000**

Theatre Fund Summary

	Budget To Date	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020
Beginning Funds Available for Capital Improvements	$0	$0	($55,000)	($255,000)	($455,000)	($455,000)
Project Appropriations	$0	($55,000)	($200,000)	($200,000)	$0	$0
Project Revenues	$0	$0	$0	$0	$0	$0
Ending Funds Available for Capital Improvements	$0	($55,000)	($255,000)	($455,000)	($455,000)	($455,000)

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FINANCIAL SUMMARIES

General Government Revenues by Source
General Government Expenditures by Function
General Fund – Ten-Year Forecast

FINANCIAL SUMMARIES

General Governmental Revenues by Source (Pg. 482-483)

- Population figures obtained from Department of Finance website.
- Actuals from FY 2007-2008 through FY 2013-2014 obtained from City's Comprehensive Annual Financial Reports (CAFR)
- FY 2014-2015 revenues were obtained as of August 13, 2015
- Adopted Budgets for FY's 2015-2016 and FY 2016-2017 were calculated using the City's Financial Strategic Plan, historical information, and consultant calculated projections, which were adopted on June 9, 2015.

General Governmental Allocations by Function (Pg. 484-485)

- Population figures obtained from Department of Finance website.
- Actuals from FY 2007-2008 through FY 2013-2014 obtained from City's Comprehensive Annual Financial Reports (CAFR)
- FY 2014-2015 allocations were obtained as of August 13, 2015
- Adopted Budgets for FY's 2015-2016 and FY 2016-2017 were calculated using the City's Financial Strategic Plan, historical information, and consultant calculated projections, which were adopted on June 9, 2015.

General Fund – Ten-Year Forecast (Pg. 486-487)

- FY 2014-2015 revenues and allocations were obtained as of August 13, 2015
- Adopted Budgets for FY's 2015-2016 and FY 2016-2017 were calculated using the City's Financial Strategic Plan, historical information, and consultant calculated projections, which were adopted on June 9, 2015.
- Using the City's Financial Strategic Plan, historical information, and consultant calculated projections, staff projected both revenues and allocations from FY 2017-2018 through FY 2026-2027.

Financial Strategic Plan (Plan)

The Plan represents a comprehensive update to the City's initial financial plan, which was adopted by City Council on February 22, 2005. The City's initial Plan provided City management and staff with critical information and projections that included forecasting revenues and expenditures of the General Fund. Staff has widened the scope in the 2014 Plan to include analysis of the City's major operating funds and other minor funds that have or could have a direct impact on the General Fund.

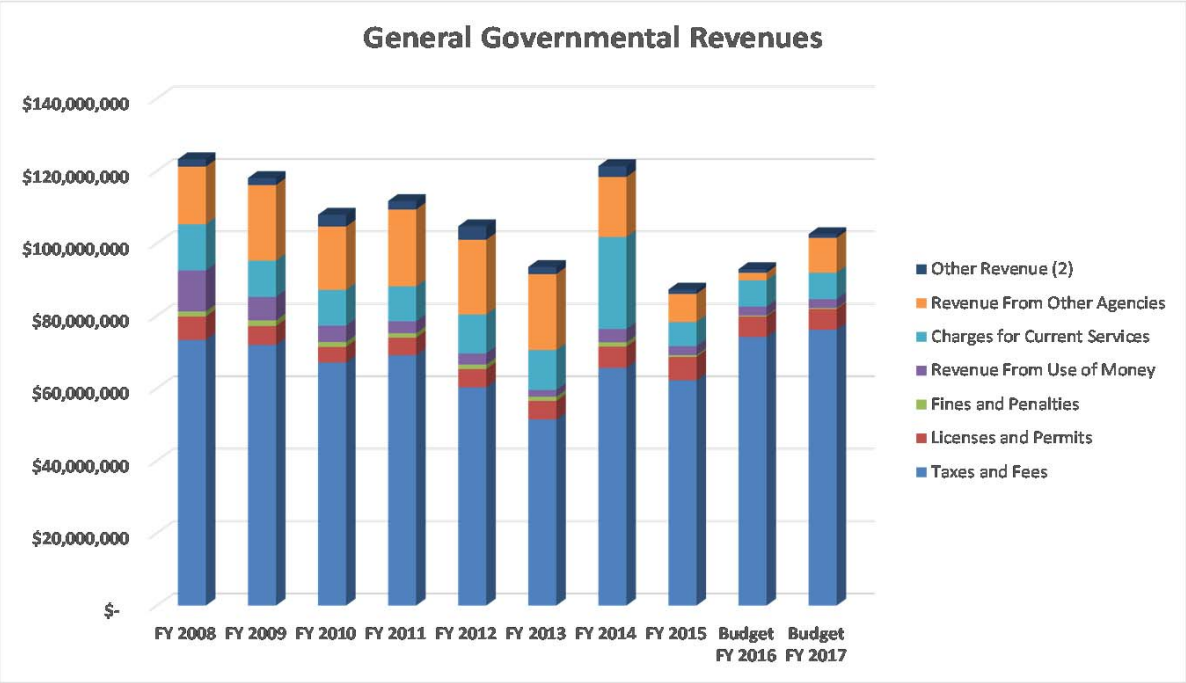
The Plan provides a snapshot of actual financial results for the five most recent fiscal years, along with ten fiscal years of forecasted projections using both narrative and graphs to explain where the City has been and where projections suggest it is heading, and assisted staff in putting together this fiscally balanced two-year budgets that address City Council's goals and priorities.

BUDGET SUMMARY
GENERAL GOVERNMENTAL REVENUES BY SOURCE

(Page 1 of 2)

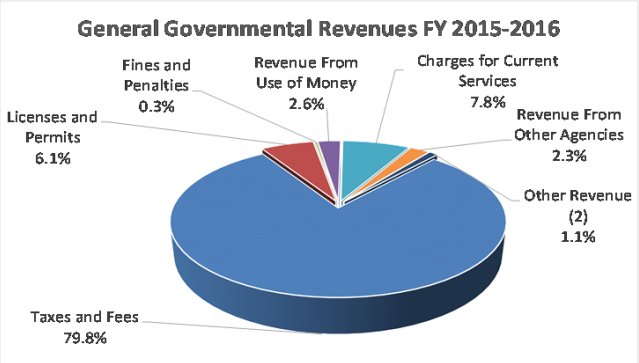
Fiscal Year Ended June 30,	Actual 2007-2008	Actual 2008-2009	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012
Population	**128,650**	**128,564**	**126,683**	**127,557**	**128,031**
Revenue					
Taxes and Fees	$ 73,371,615	$ 71,989,974	$ 67,116,846	$ 69,146,491	$ 60,266,779
Licenses and Permits	6,444,165	5,206,207	4,319,610	4,829,204	5,044,995
Fines and Penalties	1,406,029	1,565,993	1,356,890	1,245,879	1,252,050
Revenue From Use of Money	11,324,470	6,467,079	4,505,561	3,273,362	3,051,485
Charges for Current Services	12,746,634	10,030,782	9,876,944	9,660,891	10,758,658
Revenue From Other Agencies	15,926,155	20,861,029	17,490,908	21,229,614	20,652,591
Other Revenue (2)	2,034,423	1,949,382	3,271,990	2,325,759	3,719,494
Total Revenue	$ 123,253,491	$ 118,070,446	$ 107,938,749	$ 111,711,200	$ 104,746,052
Revenue Per Capita					
Taxes and Fees	$ 570.32	$ 559.95	$ 529.80	$ 542.08	$ 470.72
Licenses and Permits	50.09	40.50	34.10	37.86	39.40
Fines and Penalties	10.93	12.18	10.71	9.77	9.78
Revenue From Use of Money	88.03	50.30	35.57	25.66	23.83
Charges for Current Services	99.08	78.02	77.97	75.74	84.03
Revenue From Other Agencies	123.79	162.26	138.07	166.43	161.31
Other Revenue	15.81	15.16	25.83	18.23	29.05
Total Revenue Per Capita	$ 958.05	$ 918.38	$ 852.04	$ 875.77	$ 818.13

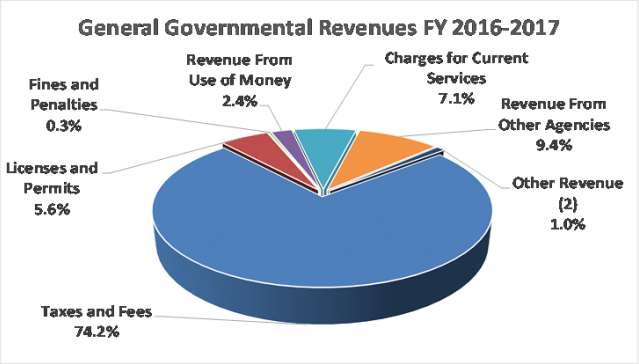
(1) Includes General Fund, Special Revenue Funds, Debt Service Funds, and Capital Projects Funds.
(2) Reimbursements included in Other Revenue.
(3) Information as of August 13, 2015.



(Page 2 of 2)

Actual 2012-2013	Actual 2013-2014	Actual (3) 2014-2015	Budget 2015-2016	Budget 2016-2017
128,143	**129,039**	**129,349**	**129,349**	**129,349**
$ 51,411,370	$ 65,652,130	$ 62,232,936	$ 74,152,200	$ 76,155,500
5,101,683	5,858,997	6,424,581	5,669,855	5,720,810
1,170,876	1,201,226	506,996	290,140	290,140
1,835,698	3,664,767	2,471,901	2,442,520	2,447,220
11,047,312	25,389,967	6,658,609	7,253,550	7,294,250
20,966,207	16,588,309	7,781,073	2,107,867	9,644,867
1,970,848	3,003,278	1,195,023	985,851	1,013,851
$ 93,503,994	$ 121,358,674	$ 87,271,119	$ 92,901,983	$ 102,566,638
$ 401.20	$ 508.78	$ 481.12	$ 573.27	$ 588.76
39.81	45.40	49.67	43.83	44.23
9.14	9.31	3.92	2.24	2.24
14.33	28.40	19.11	18.88	18.92
86.21	196.76	51.48	56.08	56.39
163.62	128.55	60.16	16.30	74.56
15.38	23.27	9.24	7.62	7.84
$ 729.68	$ 940.48	$ 674.69	$ 718.23	$ 792.94



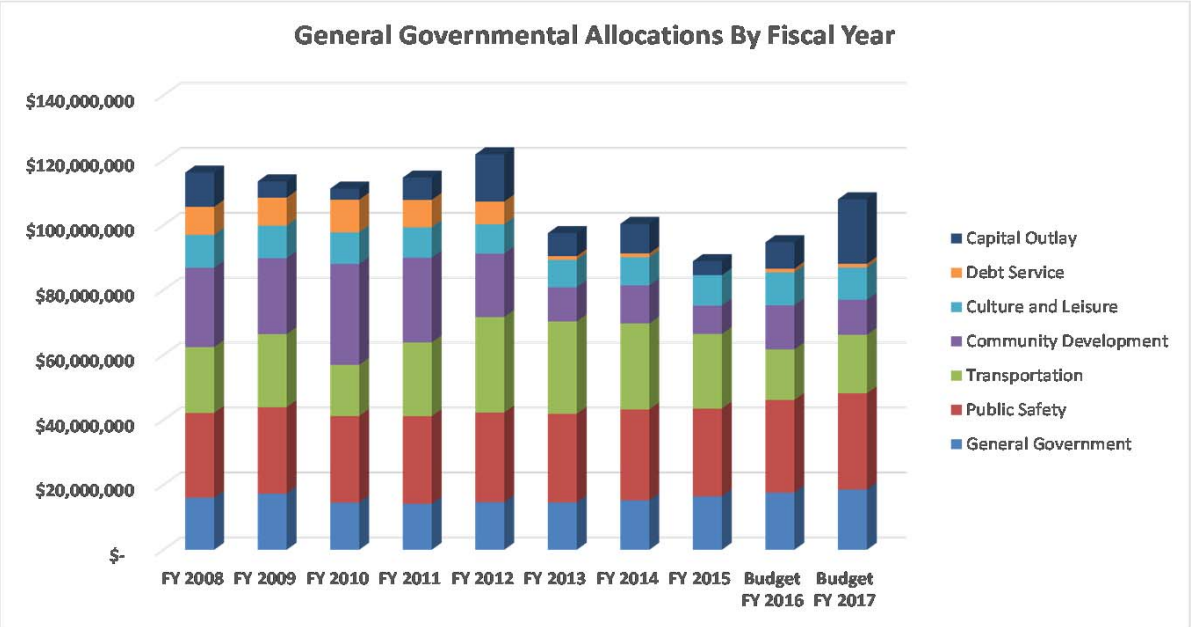


BUDGET SUMMARY
GENERAL GOVERNMENTAL ALLOCATIONS BY FUNCTION

(Page 1 of 2)

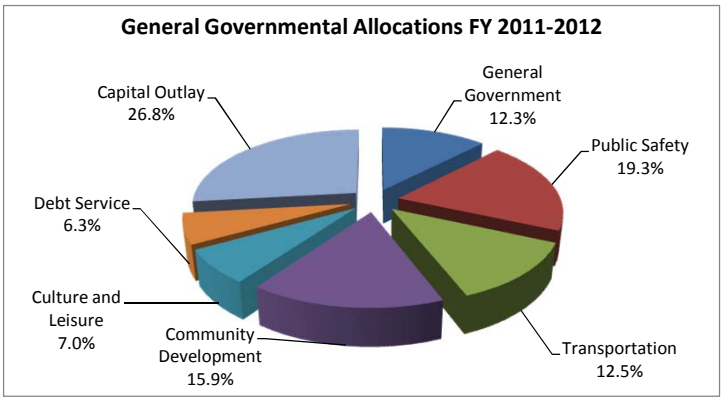
Fiscal Year Ended June 30,	Actual 2007-2008	Actual 2008-2009	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012
Population	**128,650**	**128,564**	**126,683**	**127,557**	**128,031**
Allocations					
General Government	$ 16,062,522	$ 17,306,010	$ 14,530,618	$ 14,170,542	$ 14,679,175
Public Safety	26,105,855	26,599,446	26,684,654	26,999,458	27,622,423
Transportation	20,280,207	22,524,959	15,762,955	22,727,687	29,403,527
Community Development	24,442,524	23,404,601	31,093,436	26,085,166	19,555,500
Culture and Leisure	10,130,739	10,035,034	9,718,996	9,351,390	9,013,448
Debt Service	8,642,340	8,620,684	10,062,345	8,460,683	7,000,329
Capital Outlay	10,528,549	4,998,150	3,416,204	6,846,658	14,535,378
Total Allocations	$ 116,192,736	$ 113,488,884	$ 111,269,208	$ 114,641,584	$ 121,809,780
Allocation Per Capita					
General Government	$ 124.85	$ 134.61	$ 114.70	$ 111.09	$ 114.65
Public Safety	202.92	206.90	210.64	211.67	215.75
Transportation	157.64	175.20	124.43	178.18	229.66
Community Development	189.99	182.05	245.44	204.50	152.74
Culture and Leisure	78.75	78.05	76.72	73.31	70.40
Debt Service	67.18	67.05	79.43	66.33	54.68
Capital Outlay	81.84	38.88	26.97	53.68	113.53
Total Allocations	$ 903.17	$ 882.74	$ 878.33	$ 898.75	$ 951.41

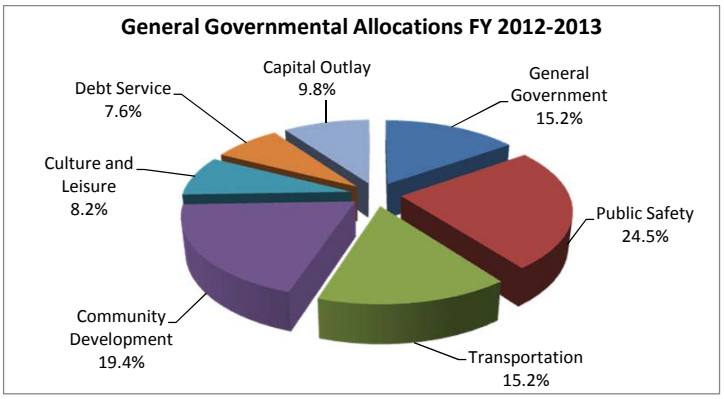
(1) Includes General Fund, Special Revenue Funds, Debt Service Funds, and Capital Projects Funds.
(2) Information available as of August 13, 2015.



(Page 2 of 2)

Actual 2012-2013	Actual 2013-2014	Actual (2) 2014-2015	Budget 2015-2016	Budget 2016-2017
128,143	**129,039**	**129,349**	**129,349**	**129,349**
$ 14,564,358	$ 15,237,607	$ 16,465,090	$ 17,589,920	$ 18,569,833
27,336,083	28,007,014	27,048,258	28,583,502	29,638,202
28,459,116	26,492,614	22,982,228	15,563,759	18,027,348
10,496,554	11,704,339	8,739,601	13,572,767	10,781,908
8,451,440	8,704,663	9,383,644	10,138,424	9,936,025
1,157,312	1,156,712	-	1,158,000	1,154,800
7,081,193	9,098,366	4,274,594	8,125,000	19,850,194
$ 97,546,056	$ 100,401,315	$ 88,893,415	$ 94,731,372	$ 107,958,310
$ 113.66	$ 118.09	$ 127.29	$ 135.99	$ 143.56
213.32	217.04	209.11	220.98	229.13
222.09	205.31	177.68	120.32	139.37
81.91	90.70	67.57	104.93	83.36
65.95	67.46	72.55	78.38	76.82
9.03	8.96	-	8.95	8.93
55.26	70.51	33.05	62.81	153.46
$ 761.23	$ 778.07	$ 687.24	$ 732.37	$ 834.63





BUDGET SUMMARY
GENERAL FUND - TEN-YEAR FORECAST

Fiscal Year Ended June 30,	Actual* 2014-2015	Adopted Budget 2015-2016	Adopted Budget 2016-2017	2017-2018	2018-2019
General Fund Revenue Projections:					
General Fund Revenues:					
Taxes and Fees	$ 58,560,348	$ 58,925,200	$ 60,673,200	$ 61,903,500	$ 63,159,400
Licenses and Permits	6,424,581	5,669,855	5,720,810	5,846,600	5,976,000
Fines and Penalties	341,233	290,140	290,140	293,500	297,100
Revenue From Use of Money	1,799,056	1,705,520	1,711,720	1,703,800	1,723,500
Charge for Current Services	5,708,007	5,874,250	5,974,650	6,023,500	6,125,900
Revenue From Other Agencies	774,945	612,850	302,850	302,900	302,900
Reimbursements	839,533	453,350	493,350	368,400	368,400
Other Revenue*	335,665	167,400	167,400	167,400	167,400
Total General Fund Revenues	$ 74,783,367	$ 73,698,565	$ 75,334,120	$ 76,609,600	$ 78,120,600
Transfers From Other Funds:					
Gas Tax Funds	$ 1,037,166	$ 1,047,000	$ 1,020,000	$ 1,020,400	$ 1,020,400
Traffic Safety Funds	450,085	777,000	777,000	777,000	777,000
Other Funds	246,320	250,000	250,000	250,000	250,000
Total Transfers From Other Funds	1,733,571	2,074,000	2,047,000	2,047,400	2,047,400
Total Revenue Available	$ 76,516,939	$ 75,772,565	$ 77,381,120	$ 78,657,000	$ 80,168,000
General Fund Expenditure Projections:					
Operating Expenditures:					
Salaries	$ 18,087,821.13	$ 20,263,102.00	$ 20,771,219.00	$ 21,403,400.00	$ 22,055,700.00
Fringe Benefits	8,979,133	8,966,433	9,705,709	10,048,800	10,471,500
Maintenance and Operations	11,319,374	14,330,139	10,357,038	10,596,400	10,841,200
Police Contract Services	26,423,742	28,019,900	29,053,900	30,216,100	31,424,800
Capital Outlay	920,914	1,923,688	1,021,793	771,900	771,900
Use of Asset Replacement Funds	(920,914)	(1,923,688)	(1,021,793)	(771,900)	(771,900)
Total Operating Expenditures	$ 64,810,070.51	$ 71,579,574.00	$ 69,887,866.00	$ 72,264,700.00	$ 74,793,200.00
Capital Improvements and Debt Service:					
Capital/Facilities Improvements	$ 2,817,585	$ 1,475,000	$ 2,090,000	$ 2,090,000	$ 2,090,000
Transfers to Other Funds:					
Library Fund	1,369,383	2,068,095	1,693,715	1,781,630	1,879,810
PFA Fund	1,157,547	1,156,000	1,152,800	1,154,713	1,155,813
Stormwater Fund	-	508,309	438,725	452,710	468,000
Other Funds	100,000	146,239	191,547	386,790	592,490
Total Transfers to Other Funds	$ 2,626,930	$ 3,878,643	$ 3,476,787	$ 3,775,843	$ 4,096,113
Total Estimated Expenditures	70,254,586	76,933,217	75,454,653	78,130,543	80,979,313
Change in Fund Balance:	6,262,353	(1,160,652)	1,926,467	526,457	(811,313)
Beginning Fund Balance:	89,395,129	95,657,481	94,496,829	96,423,296	96,949,753
Ending Fund Balance:	95,657,481	94,496,829	96,423,296	96,949,753	96,138,440

Source of Information:

-Financial Strategic Plan Model for the City of Thousand Oaks (Initially prepared by The Davis Company - February 2005)

- * as of August 13, 2015 (unaudited).

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Projections

2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
$ 64,441,000	$ 65,748,600	$ 67,082,800	$ 68,444,200	$ 69,833,200	$ 71,250,500	$ 72,697,000	$ 74,172,900
6,108,200	6,243,300	6,381,200	6,522,100	6,666,100	6,813,400	6,964,100	7,117,900
300,700	304,300	307,900	311,600	315,300	319,000	322,700	326,400
1,743,600	1,764,400	1,784,700	1,805,600	1,823,900	1,844,800	1,877,300	1,910,400
6,230,200	6,336,400	6,444,700	6,555,000	6,667,400	6,782,000	6,898,800	7,017,900
302,900	302,900	302,900	302,900	302,900	302,900	302,900	302,900
368,400	368,400	368,400	368,400	368,400	368,400	368,400	368,400
167,400	167,400	167,400	167,400	167,400	167,400	167,400	167,400
$ 79,662,400	$ 81,235,700	$ 82,840,000	$ 84,477,200	$ 86,144,600	$ 87,848,400	$ 89,598,600	$ 91,384,200
$ 1,020,400	$ 1,020,400	$ 1,020,400	$ 1,020,400	$ 1,020,400	$ 1,020,400	$ 1,020,400	$ 1,020,400
777,000	777,000	777,000	777,000	777,000	777,000	777,000	777,000
250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
2,047,400	2,047,400	2,047,400	2,047,400	2,047,400	2,047,400	2,047,400	2,047,400
$ 81,709,800	$ 83,283,100	$ 84,887,400	$ 86,524,600	$ 88,192,000	$ 89,895,800	$ 91,646,000	$ 93,431,600
$ 22,727,000.00	$ 23,418,300.00	$ 24,130,200.00	$ 24,863,200.00	$ 25,617,800.00	$ 26,394,900.00	$ 27,195,400.00	$ 28,019,400.00
10,865,200	11,026,700	11,482,300	11,646,000	11,811,600	11,979,300	12,148,500	12,318,600
11,092,000	11,348,400	11,610,900	11,879,700	12,155,100	12,436,900	12,725,700	13,021,000
32,681,800	33,989,100	35,348,700	36,762,700	38,233,300	39,762,700	41,353,300	43,007,500
771,900	771,900	771,900	771,900	771,900	771,900	771,900	771,900
(771,900)	(771,900)	(771,900)	(771,900)	(771,900)	(771,900)	(771,900)	(771,900)
$ 77,366,000.00	$ 79,782,500.00	$ 82,572,100.00	$ 85,151,600.00	$ 87,817,800.00	$ 90,573,800.00	$ 93,422,900.00	$ 96,366,500.00
$ 2,090,000	$ 2,090,000	$ 2,090,000	$ 2,090,000	$ 2,090,000	$ 2,090,000	$ 2,090,000	$ 2,090,000
1,976,110	2,043,010	2,152,500	2,224,420	2,299,100	2,376,630	2,376,630	2,376,630
1,158,063	1,156,063	1,153,063	1,154,063	1,153,863	1,157,463	1,157,463	1,157,463
483,090	494,510	511,300	523,390	535,830	548,650	548,650	548,650
589,090	593,380	599,530	603,970	608,510	613,120	613,120	613,120
$ 4,206,353	$ 4,286,963	$ 4,416,393	$ 4,505,843	$ 4,597,303	$ 4,695,863	$ 4,695,863	$ 4,695,863
83,662,353	86,159,463	89,078,493	91,747,443	94,505,103	97,359,663	100,208,763	103,152,363
(1,952,553)	(2,876,363)	(4,191,093)	(5,222,843)	(6,313,103)	(7,463,863)	(8,562,763)	(9,720,763)
96,138,440	94,185,887	91,309,524	87,118,431	81,895,588	75,582,485	68,118,622	59,555,859
94,185,887	91,309,524	87,118,431	81,895,588	75,582,485	68,118,622	59,555,859	49,835,096

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GLOSSARY

GLOSSARY

Accrual Basis – Sometimes called "full accrual" basis. A basis of accounting in which revenues are recognized when earned regardless of when they are received, and expenses are recorded at the time the liability is incurred, regardless of when it is paid.

Adopted Budget – A budget which typically has been reviewed by the public and "Adopted" (approved) by the City Council prior to the start of the fiscal year.

Air Quality Maintenance District – This program was established to reduce air pollution through community based transportation sources.

Allocation – A distribution of funds or an expenditure limit established for an organizational unit.

Appropriation – An authorization made by the City Council that permits officials to incur obligations against and to make expenditures of resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

Assessed Valuation – The value of real property and improvements, as determined by the County Assessor, against which the property tax levy is assessed.

Balanced Budget – The Operating Budget will be balanced with current revenues, which may include beginning fund balances less required reserves as established by City Council, greater than or equal to current expenditures/expenses.

Beginning/Ending Fund Balance – Appropriated resources available in a fund from the prior/current year after payment of the prior/current year's expenses. This is not necessarily cash on hand.

Bond – A city may raise capital by issuing a written promise to pay a specific sum of money, called the face value or principal amount, at a specified date or dates in the future, together with periodic interest at a special rate.

Budget – A plan of financial operation embodying an estimate of proposed appropriations for a given period of time and the proposed means of financing them.

Budget Message – A general discussion of the proposed budget as presented in writing by the City Manager to the City Council. The message contains an explanation of principal budget items and summaries found in the prepared budget relative to the current year adopted budget.

Budgetary Practices – The City of Thousand Oaks is a general law city in the State of California and does not legally require a budget; however, the City Council biennially reviews and adopts the budget that is controlled at the fund levels on a modified accrual basis. Operating appropriations lapse at the end of each fiscal year. Changes to appropriations during the year are submitted by the City Manager for Council review and approval.

GLOSSARY

Building Permit Fee – Fee required for new construction or for any alteration or addition to a residence or commercial building.

Business License Tax – A tax imposed upon businesses in the community.

California Society of Municipal Finance Officers – The purpose of this organization is to promote professional administration of municipal finance and to strive for the attainment of professional status of all those responsible for the conduct of the activities of the field.

Capital Assets – Assets of significant value and having a useful life of several years (the term fixed assets is also used).

Capital Improvement – Typically capital improvements include new street improvements, construction of public facilities, and major maintenance/repair projects such as street resurfacing or modifications to public facilities.

Capital Improvement Budget – A financial plan of authorized expenditures for tangible, long-term construction of, or improvement to, public physical facilities/infrastructure.

Capital Improvement Program (CIP) – A comprehensive 5-year plan of implementing proposed capital projects which identifies priorities as to need, cost and method of financing during the 5 years. The first 2 years of the CIP are typically adopted as the current capital budget.

Capital Outlay – Expenditures for the acquisition of capital assets.

Community Development Block Grant Fund (CDBG) – As required by the grant regulations, this fund was established in order to account for the receipt and expenditure of CDBG funds allocated to the City by the U.S. Department of Housing and Urban Development (HUD).

Community Facilities District – A Community Facilities District (CFD) is established as a funding mechanism for capital improvements for a specific area of development.

Conejo Open Space Conservation Agency (COSCA) – In 1977, the City entered into a Joint Powers Agreement with the Conejo Recreation and Park District to form the Conejo Open Space Conservation Agency (COSCA). The Agency is governed by a five-member board consisting of two City Council members, two Park District members and one private citizen of the City. Expenditures of COSCA are shared equally between the City and the Conejo Recreation and Park District. The City is responsible for the fiscal management of COSCA activities, but does not have primary oversight responsibility for the Agency.

Debt Service – Payment of interest and repayment of principal to holders of the City's debt instruments (bonds).

GLOSSARY

Deferred Compensation Funds – The City offers a deferred compensation plan to its' employees pursuant to applicable federal and state laws. Employees participating in the program may defer income tax recognition of contributions to the plan, up to specified amounts, and on earnings resulting from the investment of these contributions.

Deficit – An excess of expenditures or expenses over resources or revenues.

Encumbrances – An amount of money committed for the payment of goods and services not yet received or paid for. A purchase order is a common encumbrance.

Enterprise Funds – These funds are used to account for City operations that are financed and operated in a manner to private business enterprises. The intent of the City in using this type of fund is to see that the costs (expenses, including depreciation) of providing these services to the general public on a continuing basis are financed or recovered primarily through user charges.

Estimated Economic (Useful) Life – The period over which property is expected to be usable, by one or more users, with normal repairs and maintenance, for the purpose for which it is intended.

Expenditure – The actual payment for goods and services.

External Audit – A view of the City's accounts by an independent auditing firm to substantiate year-end fund balances, salaries, reserves, and cash on hand.

Fiscal Year – A 12-month period of time to which the budget applies. For the City of Thousand Oaks it is July 1 through June 30.

Franchise Fee – A regulatory fee charged to utility companies for the privilege of doing business in the City of Thousand Oaks, i.e. trash, gas, electric, and water franchise fees.

Full-Time Equivalents (FTE) – The amount of time a position has been budgeted for in terms of the amount of time a regular, full-time employee normally works in a year.

Fund – An accounting entity with a set of self-balancing revenue and expenditure accounts used to record the financial affairs of a governmental organization.

Fund Balance – The difference between the assets (revenues and other resources) and liabilities (expenditures incurred or committed to) for a particular fund.

General Fund – The General Fund is the general operating fund of the City. All revenues and receipts that are not allocated by law or contractual agreement to some other fund are accounted for in this fund. Expenditures of this fund include the general operating expenditures and capital improvement costs that are not paid through other funds.

GLOSSARY

Geographic Information System (GIS) – A computer based system established by the Information Technology Division for the tracking and monitoring of development projects and parcels.

Grant – Contribution or gift of cash or other assets from another governmental entity to be used or expended for a specific purpose, activity, or facility.

Golf Course Fund – This fund was established as a separate fund to account for the operations of the Los Robles Golf Course.

Infrastructure – The physical assets of the City, i.e., streets, water, wastewater, public buildings, and the support structures within a development.

Interest – Income resulting from the prudent investment of idle cash. The types of investments are controlled by the City's Investment Policy in accordance with the California Government Code.

Interfund Transfers – Monies moved from one fund to another. The money is transferred to finance the operations of another fund or to reimburse the fund for expenses.

Internal Audit – The review of financial transactions and operations (efficiency/effectiveness) in operating departments for compliance with local policy and Generally Accepted Accounting Principals (GAAP).

Landscape & Lighting Districts – The various Thousand Oaks Maintenance Districts and the Thousand Oaks Citywide Lighting District were established to provide landscape/open space maintenance and street lighting throughout the City of Thousand Oaks. Property taxes and service fees are levied specifically for these purposes.

Library Fund – Property taxes, library assistance from the State of California, and other revenues are restricted for library maintenance and operations expenditures in this fund.

Line Item – The description of an object of expenditure, i.e. salaries, supplies, professional service, and other operational costs.

Maintenance and Operations – The category of line items that describe non-salary and non-capital outlay expenditures.

Maintenance of Effort – Criteria that must be met in street improvements, mandated by the State.

Modified Accrual – An adaptation of the accrual basis of accounting for governmental fund types. Revenues and other financing resources are recognized when they become available to finance expenditures of the current period. Expenditures are recognized when the fund liability is incurred.

Municipal Code – A book that contains City Council approved ordinances currently in effect. The Code defines City policy with respect to areas such as planning, zoning, building, etc.

GLOSSARY

Objectives – The expected results or achievements of a budget program.

Operating Budget - Day-to-day costs of delivering City services.

Operating Expenses - Expenditures for materials, supplies, and services which are ordinarily consumed within a fiscal year and which are not included in program inventories.

Ordinance – A formal legislative enactment by City Council. It is the full force and effect of law within City boundaries unless pre-empted by a higher form of law. An ordinance has a higher legal standing than a resolution.

Program Budget – A budget wherein expenditures are displayed according to division/cost centers within each department budget.

Property Tax – A tax imposed on real property (land and permanently attached improvements) based upon the assessed value of the property.

Reimbursement – Payment of amount remitted on behalf of another party, department, or fund.

Reserve – An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriations.

Resolution – A special order of the City Council, which has a lower legal standing than an ordinance.

Retained Earnings – An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

Revenue – Income received through such sources as taxes, fines, fees, grants, or service charges that can be used to finance operations or capital assets.

Revenue Bonds – A type of bond usually issued to construct facilities. The bonds are repaid from the revenue produced by the operation of these facilities.

Sales Tax – The single largest source of General Fund revenue of the City of Thousand Oaks. Of the 7.25% paid when shopping in Thousand Oaks, 1.0% is returned to the City.

Solid Waste Management Fund – Fund was established to account for the solid waste management activities of the City, which includes recycling, source reduction, hazardous waste disposal, composting, etc.

Special Revenue Funds – Special Revenue Funds are utilized to account for revenues derived from specific sources, which are legally restricted to expenditures for specified purposes.

GLOSSARY

State Gas Tax Funds – Portions of the tax rate per gallon levied by the State of California on all gasoline purchases are allocated to cities throughout the state. These funds are restricted to expenditures for transit and street-related purposes only.

Traffic Signal Fees – Fees required of a developer/builder for purposes of defraying the actual or estimated costs of constructing future traffic signalization improvement in the vicinity of the development/building. These funds may be used only for the construction or reimbursement for construction of traffic signals within the area from which the fees comprising the fund were collected. Interest accruing from these funds can be used anywhere within the City.

Traffic and Bicycle Safety Funds – Traffic and court fines, as well as traffic signal fees, are collected in these funds. Traffic signal fees are restricted to be used for the construction and maintenance of traffic signals.

Transient Occupancy Tax – This is a hotel/motel tax imposed for general purposes. The tax is currently 10% of hotel/motel receipts.

Transportation Fund – This is a separate fund established to account for the expenses of operating the Thousand Oaks Transit (TOT) operations. The fare revenues, as well as operating transfers from the City, are recognized in this fund.

Vehicle License Fees – A share of the revenue derived from registration fees charged by the State.

Wastewater Utility Fund – The establishment of a separate fund to account for the operations of the City's wastewater utility, a self-supporting activity which renders services on a user-charge basis to residents and businesses located in Thousand Oaks.

Water Utility Fund – The establishment of a separate fund to account for the operation of the City's water utility, a self-supporting activity which renders services on a user-charge basis to residents and businesses located in Thousand Oaks.

ACRONYMS AND ABBREVIATIONS

ACRONYMS AND ABBREVIATIONS

AD – Assessment District

ADA – Americans with Disabilities Act

AFY – Acre/feet per year

AHA – Area Housing Authority

ARHM – Asphalt rubber hot mix pavement

ARRA – American Recovery & Reinvestment Act of 2009

BAG – Brainstorming Action Group

BTA – Bicycle Transportation Account (Grant)

CAP – Civic Arts Plaza

CAFR – Comprehensive Annual Financial Report

CBTF – Community Budget Task Force

CCWMP – Calleguas Creek Watershed Management Program

CDBG – Federal Community Development Block Grants Program

CEQA or C.E.Q.A. – California Environmental Quality Act

CERT – City Emergency Response Team

CFD – Community Facilities District

CIP – Capital Improvement Program

CIWMB – California Integrated Waste Management Board

CMAQ – Congestion Mitigation and Air Quality Program

CMOM – EPA's Capacity, Management, Operation, and Maintenance Program

CMP – Corrugated Metal Pipe

ACRONYMS AND ABBREVIATIONS

COPPS - Community Oriented Policing and Problem Solving

COSCA - Conejo Open Space Conservation Agency

CSMFO – California Society of Municipal Finance Officers

CRPD – Conejo Recreation and Park District

CSAPA – Conejo Substance Abuse Prevention Authority

CVUSD – Conejo Valley Unified School District

DAR – Dial-A-Ride Service

DART or D.A.R.T – Disaster Assistance Response Team

DPT – Designated Part-time

EIR – Environmental Impact Report

EOC – Emergency Operations Center

EPA – Environmental Protection Agency

ERAF – Educational Relief Augmentation Fund

F/C – Foot Candles

FEMA – Federal Emergency Management Agency

FSP – Financial Strategic Plan

FTTP – Fiber to the Premises

FY – Fiscal Year

GFOA – Government Finance Officers Association

GIS – Geographic Information System

HCTP – Hill Canyon Treatment Plant (Wastewater)

ACRONYMS AND ABBREVIATIONS

HSIP – Highway Safety Improvement Program

HUD – U.S. Department of Housing and Urban Development

ISTEA – Intermodal Surface Transportation Efficiency Act

IT – Information Technology

LAFCO – Local Agency Formation Commission

LAIF – State Treasurer's Local Agency Investment Fund

LED – Light-emitting diode

LEED – Leadership in Energy & Environmental Design

LLAD – Landscaping and Lighting Assessment District

LOS – Level of Service

MCC – Motor Control Center

MGD – Million gallons per day

MOU – Memorandum of Understanding

MSC – City of Thousand Oaks Municipal Service Center

MUTCD – State Manual on Uniform Control Devices

NPDES – National Pollutant Discharge Elimination System

OES – California Office of Emergency Services

PFA – Public Financing Authority

RAP – Rubberized Asphalt Pavement

RDA – Redevelopment Agency

RFP – Request for Proposals

ACRONYMS AND ABBREVIATIONS

SCADA – System Control and Data Acquisition system

SSO – Sanitary Sewer Overflow

STA – State Transit Assistance; State Transportation Account

SWRCB – State Water Resources Control Board

TDA – Transportation Development Act

TEA – Transportation Efficiency Act for 21st Century

TMDL – Total Maximum Daily Load

TOT – Thousand Oaks Transit or Transient Occupancy Tax

TOPASS – Thousand Oak's Plan to Assist School Sites

VCAT – Ventura County Combined Agency Task Force

VCOG – Ventura Council of Governments

VCWPD – Ventura County Watershed Protection District

VCTC – Ventura County Transportation Commission

VIP – Volunteers in Policing

VRSD – Ventura Regional Sanitation District

WCVC – Watershed Coalition of Ventura County

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